**Japanese economy***On the brink of recession*

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High-definition TV*Can the EC afford its grand design?*

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**Daimler-Benz***Slowing down in the fast lane*

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Surveys*● Energy efficiency ● Business travel*

Section IV



Section III

FINANCIAL TIMES

Europe's Business Newspaper

TUESDAY NOVEMBER 17 1992

D8523A

Canada forced to defend currency after C\$ dives

Canada was forced to raise its interest rates yesterday after a series of gloomy economic forecasts sent the Canadian dollar into a dive. The currency fell below 79 US cents for the first time in almost five years and commercial banks lifted prime rates by from 7.5 to 8.25 per cent. Page 5

IRA planned huge blasts: The anti-British Irish Republican Army said only "sheer ill luck" prevented it exploding two big bombs in London the weekend. On Monday night, police found a car bomb at the foot of the County Wharf, Britain's tallest office block. A one-tonne van bomb was intercepted in a routine road check on Saturday. Dublin talks, Page 7

American Telephone and Telegraph is pitching for a key role in a predicted multi-billion dollar market for hand-held devices which will function as cellular phone, fax machine and personal computer. NEC and Toshiba of Japan are to build personal communicator products based on the AT&T technology. Page 18 Polish move, Page 23

Cancer stalks Singapore ministers: Singapore's two deputy premiers have cancer. Trade and industry minister Lee Hsien Loong, 40, and Ong Teng Cheong, 62, are both undergoing treatment. Lee, eldest son of senior minister Lee Kuan Yew, has been tipped as a future premier. Page 4

British Steel warned of further job cuts unless the European Commission backed an orderly restructuring of the industry and curbed alleged dumping. The UK steelmaker made a £51m (£77m) interim pre-tax loss compared with a £19m profit a year ago. Page 19; Lex, Page 18; Construction steel dumping call, Page 7; Details, Page 27

Kraft General Foods, the core US food division of Philip Morris, is buying RJR Nabisco's cold cereal business, which includes Shredded Wheat and Shreddies. Page 19

Suicide bomber kills navy chief: A Tamil suicide bomber crashed his motorcycle into a car carrying Sri Lanka's navy commander, killing Vice-Admiral Clancy Fernando, his bodyguard and the driver. Picture, Page 4

Lithuanian poll: Algirdas Brazauskas (left), leader of Lithuania's ex-communist Democratic Labour party and ex-first secretary of the Lithuanian CP, has scored a resounding election victory over Vytautas Landsbergis, the man who steered the country to independence last year. With some results yet to be counted, the DLP 73 is thought to have seats out of 141. Page 2

Virgin venture: Virgin Group of the UK is joining Florida-based video rental company Blockbuster Entertainment in a venture to build music megastores in every US city and much of Europe. Page 19

Kenyan election postponed: Kenya's authorities have postponed the first multi-party elections in 26 years from December 7 until December 29.

Insurer seeks redundancies: Troubled UNI Storebrand, Norway's biggest insurer, is offering all 4,700 of its employees three months' pay to quit. Anyone who accepts can also keep low interest loans from the company for two years.

Palestinian dies in blast: A Palestinian trader was killed and 12 people wounded in Jerusalem's walled Old City when a bomb was thrown into a crowded market.

Spanish bank chief goes Banesto: The big retail bank which has stakes in several Spanish companies, replaced its chief executive, Juan Belloso, after poor results in the group's parent bank. Page 20

Credit card success: MasterCard, a general-purpose credit card launched by General Motors, has become the US's most successful credit card introduction. It has won over 2m accounts in less than 60 days. Page 22

Bond in court against Bankrupt Australian businessman Alan Bond was back in court in Perth for retrial on a dishonesty charge. He was jailed for 3½ years in May after his first trial but the conviction was quashed on appeal in August and a retrial ordered. Page 4

STOCK MARKET INDICES

	FTSE 100	1,270.6	(-1.9)	STERLING	New York	London	1,215
Yield	4.51				1,215		
FTSE Eurotrack 100	1,052.27		(-0.99)				
FTSE All-Share	1,272.82		(-0.65)				
shares	16,162.39		(-1.72)				
New York Stock Exchange							
Dow Jones Ind Ave	3,222.85		(+0.18)				
S&P Composite	41.05		(-3.83)				
US LUNCHEONTE RATES							
Federal Funds	3.1%						
3-mo T-bills 80c Yd	3.167%						
Long Bond	100.21						
Yield	7.564%						
LONDON MONEY							
3-mo Interbank	7.1%		(7.1%)				
Long term gilt future	Dec 93		(Dec 100.51)				
NORTH SEA OIL (Argus)							
Brent 15-day (3m)	\$19.25		(10.25)				
Gold							
New York Comex	\$333.8		(333.3)				
London	\$335.75		(336.45)				

Austria Sch200 Greece Dr250 Lux LF600 Oester 1,072.00

Bahrain Dm125 Hungary Ft122 Malta Lm150 S.Arabia 1,011

Belgium Bf200 Iceland Kr180 Morocco Mc100 Singapore 534.11

Bulgaria Ls25 India Ru200 Nigeria Nair200 Sweden Sk114

Cyprus C100 Indonesia Rp200 Nigeria Nair200 Spain Pes200

Czech Dz50 Israel Sh200 Norway Nkr100 Turkey T100

Denmark Dr200 Jordan JD150 Pakistan Ps25 Thailand Ba49.00

Egypt Es2.50 Korea Won 2500 Philippines Ps45 Tunisia Dz1.250

Finland Ft12.50 Kuwait Fils 600 Poland Zl 22,000 Turkey L1000

France Ft9.50 Labana US\$125 Portugal Es150 UAE Dh10.00

Hopes rise for success in Washington talks on subsidised exports and oilseeds row

France fails to block farm accord

By David Gardner in Brussels

FRANCE last night lost a last-minute struggle to gather sufficient support to prevent a farm trade accord between the European Community and the US which begins tomorrow in Washington.

Amid a welter of contradictory statistics about what agreement would mean for EC food exports, France's partners gave a "clear benediction" to Mr Ray MacSharry, EC agriculture commissioner and chief farm trade negotiator, according to Mr David Curry, UK agriculture minister.

"His hand is greatly strengthened," an aide to Mr MacSharry said.

The Washington talks are aimed at settling an EC-US row over oilseeds, and clearing the way for agreement on the Uruguay Round world trade reforms being negotiated under the General Agreement on Tariffs and Trade.

Mr Jean-Pierre Soisson, the French farm minister, told his colleagues in a closed meeting that the cuts in subsidised exports and EC output which would result from a Uruguay Round deal and agreement with the US on the oilseeds dispute, would go beyond the price and production cuts agreed in the reformed Common Agricultural Policy.

France produced a paper to

substantiate its position, which drew from the same material in an alleged European Commission document leaked to French papers over the weekend.

A senior Commission official

French figures.

Ireland and Spain also expressed concern over whether a Gatt deal on farm trade - needed to unlock an overall Uruguay Round agreement - would

mission negotiators were working on the false assumptions that average farm yield would stay flat, and that EC farmers would recapture swathes of their own market despite commitments to open up to imports.

Furthermore, they insisted, that a Gatt deal would require the EC to take significantly more land out of production than the 15 per cent "set-aside" agreed

exports, but that with the price cuts to world market level agreed under the new CAP, there would be no restraint on unsubsidised exports.

Mr John Gummer, the UK agriculture minister, who chaired the meeting, said of the French claims that "it is fantastic to assume that the commissioner would be negotiating away large areas of Europe to be set aside".

Mr MacSharry energetically rebutted the French claims. He pointed out that oilseeds output was sharply down this year and would decrease further next year - including under French projections. He argued that Gatt would reduce only subsidised food

be compatible with the new CAP.

But France's support was less than at last week's foreign ministers meeting in Brussels, and in a council of agriculture ministers where its influence is traditionally greater.

France argued that the Com-

Clinton to give priority to jobs and growth

By Michael Prowse
in Washington

MR BILL CLINTON said yesterday that measures to create jobs and stimulate growth would be his first priority after taking office next year, in spite of tentative signs that the US recovery is gathering momentum on its own.

The president-elect said he was committed to reducing the budget deficit but warned that a fairer tax system involving larger burdens on the wealthy, would be an essential part of a multi-year deficit reduction programme.

Mr Clinton was speaking at a joint press conference with Democratic congressional leaders in Little Rock shortly after the Federal Reserve reported a 0.3 per cent increase in industrial production last month compared with September, larger than expected in financial markets.

The production increase was the latest in a series of more encouraging economic figures including reports on Friday of an unexpected surge in retail sales in October and a rebound in consumer confidence early this month. Mr Clinton said he saw no evidence yet of a "long-term strengthening in manufacturing". He saw nothing in the latest numbers to suggest he should do less to stimulate the economy

than he promised in the campaign.

His economic package is expected to include a temporary investment tax credit to stimulate business capital spending and an acceleration of public infrastructure projects. A cut in capital gains tax rates on some forms of investment is also possible.

Economists who advised Mr Clinton during the campaign said the fiscal stimulus was likely to be worth \$30bn to \$40bn or roughly 0.5 per cent of gross domestic product.

Asked if the stimulus would take precedence over efforts to reduce the budget deficit, Mr Clinton said: "I do not believe that you can reduce the deficit without restoring economic growth."

He indicated that measures to reduce the rate of growth of healthcare costs and to shift the burden of taxes on to the wealthy would be essential components of his deficit reduction plan. People would accept the "pain" of deficit reduction more readily if it was seen to be based on "tax fairness", he said.

"While we have cut income taxes, we have had six payroll tax increases which have fallen almost exclusively on people with incomes of \$22,000 or less," he said. During the campaign, Mr Clinton said he would raise taxes

on the top 2 per cent by about \$80bn over four years.

The increase in industrial output was led by higher production of light trucks and followed falls in production of 0.3 per cent and 0.2 per cent in August and September respectively. Production is now running 0.6 per cent higher than in October last year.

President-elect Bill Clinton outlines his plans from his home town of Little Rock as vice-president elect Al Gore (second left) looks on. He spoke about cutting the budget deficit but warned of higher taxes. They are flanked by Democratic congressional leaders George Mitchell, Richard A. Gephardt and Tom Foley

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By stating that Lord Justice Scott would be free to call for a change in the basis of the inquiry if potential witnesses refused to give evidence or answer questions, the government was "conceding from the very beginning the central weakness of our own proposals".

Earlier, Sir Nicholas Lyell, attorney-general, indicated in the House of Commons that current or former ministers could expect to be prosecuted if evidence that they had committed criminal offences came to light.

Downing Street emphasised that Mr Major had been concerned to make the terms of ref-

erence for the inquiry as wide as possible, but added that it was still open to Lord Justice Scott to seek to extend them further.

Opposition MPs responded by dubbing the terms of reference "unsatisfactory" and complaining that the powers of the judge to enforce witnesses to attend were insufficient.

Mr John Major, the UK prime minister, said yesterday that the inquiry would be free to focus not just on "arms questions" but on decisions taken on the prosecution of companies and on public interest immunity."

His statement was interpreted as a fresh attempt to bar a barrage of questions over how much ministers, including Mr Major himself, knew about the extent of British involvement in arming Iraq.

"All ministers who are called will give evidence," Mr Major said. In addition, all civil servants summoned would be "instructed to co-operate" and all papers called for would be "made available" to the inquiry.

Lord Justice Scott, who was appointed last week to head the inquiry, would be "entirely free" to decide on the publication of

unanswered allegations.

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NEWS: EUROPE

Ex-communists in Lithuania win a majority

By John Lloyd in Vilnius

FORMER communists yesterday swept to power in Lithuania, the largest of the three Baltic states, with an absolute majority in the 141-member parliament.

With the last results of the second round of voting still being counted, the most conservative estimate gave 73 seats to the Democratic Labour party (DLP), successor to the Lithuanian branch of the Soviet Communist party. This would allow it an overall majority without relying on any of the small centre parties.

Mr Algirdas Brazauskas, the DLP leader and former first secretary of the Lithuanian CP, said he would form a "technocratic" cabinet with members drawn from a variety of parties or from outside the political world, and he pledged to continue pro-market reforms.

"Those who have written in the Lithuanian and foreign press that the communists are returning here do not know what has happened in our party. We are a social democratic party with only 5 per cent of our members from the communist period," he said.

However, Mr Brazauskas said he would "seek to moderate" the programme agreed

between the International Monetary Fund and the outgoing nationalist government of Mr Vytautas Landsbergis. "We think the IMF was not properly informed of the economic situation here, of how bad it is. We don't want to change the principles, but we want to try to make the transition to the market easier." He said he would seek better relations with Russia, but stressed that Russian troops - estimated to number about 20,000 - must withdraw next year as scheduled.

Mr Landsbergis grudgingly conceded defeat and said he hoped the communists had changed. His Sajudis movement won only about 26 seats.

Election observers in Vilnius voiced concern that the parliamentary commission investigating links between deputies and the former Soviet KGB had announced that the new parliament could not sit until it had screened all deputies. Mr Jens Thoft, from Denmark, leader of the EC delegation, said that "this possibly indefinite delay is not what we expect in a democratic election".

Professor Bronius Genzulis, a DLP deputy and a member of the commission, said the statement had been made only by individual members, not the commission itself.

Russia's privatisation auctions delayed a month

By Leyla Bouftou in Moscow

RUSSIA will begin auctioning off shares in state-owned enterprises not this month but next, starting with the sale of 40 per cent of the stock of a producer of transistor radios and television sets.

Mr Dmitry Vasiliev, deputy chairman of the Committee for Managing State Property, said that legislation requiring notice of between two weeks and one month for share auctions made it impossible to hold trial auctions in November.

As planned, the first auction of shares will be held on December 15, using Elex, a radio producer based in Vladimir outside Moscow, as a guinea pig. Elex, which has already sold 60 per cent of its shares to its managers and 7,000 workers, says it is profitable and would like to attract foreign investors.

The authorities claim only 10-20 per cent of state-owned enterprises are potentially bankrupt, as opposed to bigger figures quoted by the opponents of mass privatisation.

Bulgaria attempts to bridge credibility gap

The country's new government will have to reassure the west, write Virginia Marsh and Theodor Troev

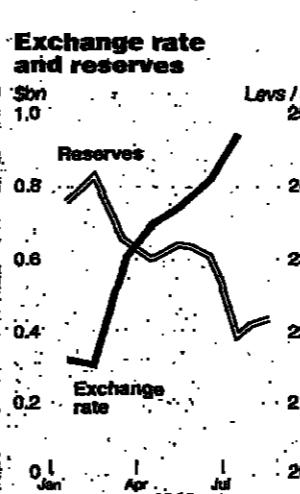
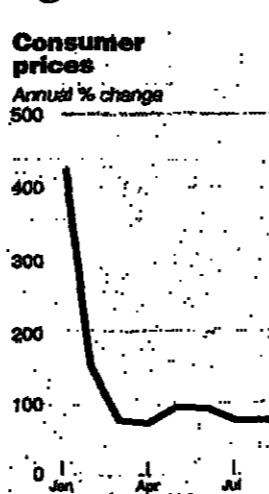
THREE weeks after his resignation triggered the collapse of Bulgaria's first post-communist government, Mr Philip Dimitrov, the outgoing prime minister, has been asked by President Zhelyu Zhelev to try to form another government.

A rapid end to the government crisis now seems likely, an outcome which would be much welcomed by the western banks and institutions for whom the crisis meant unwanted delays for Bulgarian plans to re-negotiate its \$12bn (\$7.5bn) foreign debt, arrange a new loan from the International Monetary Fund and sign an association agreement with the European Community.

Mr Dimitrov, leader of the Union of Democratic Forces (UDF), the country's leading political movement, is trying to form a new coalition, including the party representing ethnic Turks. One of its main aims will be to reassure Bulgarians and western financial institutions that reform is still on track.

Mr Ivan Kostov, the finance minister, returned from Frankfurt earlier this month with the news that debt rescheduling talks with the 300 commercial banks, which hold more than 80 per cent of the country's debt, had progressed in spite of western concern over the political situation.

For Mr Kostov's team, the political crisis came at a sensitive time. The former socialist



they perceive as a haphazard approach to structural reform. They believe that one year of UDF rule produced few positive results but many social costs, notably unemployment, which affects over 12 per cent of the workforce and is still rising.

The MRF, which represents the country's 1m ethnic Turks, the country's poorest social group, cited social concerns for withdrawing its support from the last government.

The MRF has only 10 per cent of the seats in parliament but holds the balance between the UDF and the Socialist party, which are almost evenly matched.

The two parties also criticise the UDF for its confrontational style. The UDF's anti-communism has led it to attack the old power elite, but, in some cases, the party has appointed supporters to key positions without regard for professional ability.

In addition, the UDF's main political rivals, the Socialist (reformed communist) party, and the Movement for Rights and Freedom (MRF), the ethnic Turk party, do not question the need for reform.

But they criticise the UDF, the country's first non-communist rulers in 45 years, for what

dent says: "The UDF made political mistakes which led it into conflict with civil society. Rather than rallying the country's resources, it repulsed them." In spite of these shortcomings, however, the UDF is expected to form a new government with the ethnic Turks, largely because the Socialists are unwilling to take over. The party has purged itself and supports market-led reform, but says it does not have enough support in the country to govern.

At the same time, no group wants fresh elections, believing that another political shake-up would only delay reform against the popular will. "Dissatisfaction in the country is not caused by reform but by reform being carried out too slowly," says the president.

Mr Zhelev believes the way out of Bulgaria's current difficulties is for the UDF to adopt a policy of "national reconciliation".

He stresses the importance of internal unity, given the war in the neighbouring former Yugoslav republics and fears that Bulgaria will be drawn into the conflict.

The Bulgarian business community believes that the country's proximity to the fighting has already been enough to deter some potential investors. There are also fears in Sofia that any prolongation of the current political problems would be a further blow to the country's credibility.

Macedonia's Albanians fearful of ethnic bloodbath

By Laura Silber recently in Skopje, Macedonia

ETHNIC divisions have deepened in Macedonia, threatening to shatter the fragile coexistence between Macedonians and ethnic Albanians as the former Yugoslav republic waits in limbo for international recognition.

Leaders of Macedonia's Albanians, who comprise about one-third of the 2m population, fear a violent conflict in the southern republic following riots this month.

Serious unrest in Macedonia, in the heart of the Balkans, could trigger intervention by some or all of its neighbours, Serbia, Albania, Greece and Bulgaria. Greece has blocked

international recognition on the grounds that the name Macedonia is Hellenic property. But Mr Sali Ibrahim, vice-president of the Party for Democratic Prosperity, the biggest Albanian party, says the controversy surrounding the name Macedonia is "a very small problem compared to the inter-ethnic problems here".

Mr Muhamet Hallin, a deputy in the Macedonian parliament, says Albanians are now debating whether to continue to participate in official institutions after four people were shot to death by police in the riots on November 6. Ethnic Albanians went on the rampage in Skopje, the capital of Macedonia, when rumours swept the city that a 14-year-old Albanian

cigarette seller had been beaten to death by the police.

Ironically, Albanian leaders claim police incited the unrest in Bit-pazar, Skopje's oriental market which has become a centre of the black market, in order to hasten international recognition. "They are trying to show Europe and the world that there could be more trouble and problems if Macedonia is not recognised," says Mr Ibrahim. The Albanians have four cabinet ministers in the government. Although a minority, they are better integrated into Macedonia than the majority Albanian population in neighbouring Kosovo, the southern Serbian province.

But the events of November 6 appear to have been a watershed. Albanians are now faced with a choice whether to stand behind the people or the government," says Mr Saso Ordenski, an independent journalist in Skopje. He says the police may have used excessive force in suppressing the riots, but fears that Albanian extremists are using the incident in order to force Albanian leaders to pull out of the ruling coalition.

Mr Ljubomir Frković, the interior minister who has ordered an investigation into the riots, says: "Albanians and Macedonians share a collective memory of living together without ethnic conflict." But he fears the "imported influence" from Serbia and Albanians abroad could destabilise Macedonia.

The behaviour of the police can lead to violent conflicts in Macedonia which will be a real catastrophe even compared to the Bosnian war," says Mr Ibrahim.

"I am certain that the neighbouring countries would be involved – even Turkey and Hungary – the third world war could start right here," he says.

For the time being Macedonian and Albanian politicians are calling for a dialogue in order to find a solution. Mr Ibrahim says that if this fails, "Macedonia will disappear and become a piece of cake for the neighbouring countries".

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*No American Head.

Jeffrey

NEWS: INTERNATIONAL

China hints at trade link with HK row

By Alexander Nicoll,
Asia Editor

CHINA indicated yesterday that it was prepared to link its dispute with Britain over Hong Kong with the two countries' future economic relations.

The warning was contained in a speech to the Royal Institute for International Affairs in London by Zhu Rongji, the vice premier who is chiefly responsible for China's economic reform programme.

After emphasising the need to adhere to the Sino-British agreement on Hong Kong, Zhu went on immediately to stress recent gains in trade with Britain.

Asked whether he meant to imply that the two issues were linked, he replied simply: "Let's wait and see."

The 1984 Joint Declaration had heralded the best ever period in Sino-British relations, Zhu said.

However, after the October proposals on political development, by Mr Chris Patten, Hong Kong's governor, China had to ask itself whether its agreements with Britain should be cast to the winds.

The proposals, he said, contravened the Joint Declaration and what he described as an agreement on convergence of Hong Kong's political system with the Basic Law, Hong Kong's Beijing-drafted post-1997 constitution.

"We want co-operation and not confrontation. But no one



Zhu Rongji in London yesterday: "Let's wait and see"

should expect confrontation to force us into concessions and no one should make any wrong judgment about this."

He hoped the Hong Kong government could return to the process of consultation as stipulated in the Joint Declaration.

He claimed that the proposals were unpopular in Hong Kong. Asked about opinion polls indicating that they were popular, he said: "We have seen all kinds of polls. They have different results and they vary from time to time."

Zhu is due this morning to meet Mr John Major, prime minister, who is expected to make clear Britain's desire for discussions on Mr Patten's proposals. Yesterday he saw Mr Douglas Hurd, foreign secretary.

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Patten accused over challenge to sovereignty

By Yvonne Preston in Beijing

CHINA yesterday launched a blistering attack against the governor of Hong Kong, Mr Chris Patten, accusing him of challenging Chinese sovereignty and of seeking to perpetuate the division of the Chinese people.

An angry editorial in the communist party newspaper, *People's Daily*, said Mr Patten met a senior official of Taiwan's ruling Nationalist party, Mr Xu Shengfa, for a political purpose on November 3. The meeting was held in Government House where Mr Patten "openly offered flattery and favours".

The governor had tried to cover this up by claiming the meeting was with members of a Taiwanese business delegation for commercial reasons only, the paper said.

But on November 9 the manager of China's Travel Service, Mr Li Changyi, disclosed the governor's guest was a member of the Taiwanese Nationalist Party's central standing committee. The editorial said the meeting was greeted by Taiwanese newspapers as a break with precedent which opened new top level channels of communication between Hong Kong and Taiwan.

China regards Taiwan as a breakaway province. Although much of Taiwan's enormous trade with the mainland is

routed through Hong Kong because Taiwan bans direct trade, the colony's leaders have in the past been careful to avoid offending the Chinese by officially receiving Taiwanese politicians. Taiwanese officials have often been denied entry to the colony.

The People's Daily editorial said: "Patten's 'break with precedence' is obviously a challenge to Chinese sovereignty."

Mr Patten wanted to make Hong Kong an "independent or semi-independent or self-governing political entity" to continue British colonial rule.

China kept up the pressure over Hong Kong yesterday by repeating its refusal to support any attempt by the British authorities to proceed unilaterally with the construction of the multi-billion dollar airport.

The appeal court ordered a second trial after hearing fresh evidence which the defence claimed threw doubt on the credibility of prosecution witnesses. The trial, in the Perth district court, is expected to conclude later this week.

The charge against Mr Bond is related to the 1987 rescue of Rothwells merchant bank, run by Mr Laurie Connell, a fellow entrepreneur. Mr Bond, then chairman of Bond Corporation, played a leading part in organising the rescue.

The prosecution claims that Mr Bond concealed from Mr Brian Copper, a businessman who contributed to the rescue, the fact that Bond Corporation was to receive a £21m success fee from Rothwells.

Mr Copper told the court that Mr Bond asked him in October 1987 to raise £20m (later reduced to £18m) to assist the rescue of Rothwells.

He said he did not learn of the success fee until November 14.

The Rothwells rescue followed the worldwide stock market collapse in October 1987.

The bank, which collapsed in November 1988, was the focus of a recent royal commission report into relations between politicians and businessmen in Western Australia. More than 20 people face criminal charges relating to the rescue, including Mr Connell.

Mr Bond quit as chairman of Bond Corp in September 1990, just two days before the company announced a record loss of £32.3m.

Inflation remains at about 5 per cent, according to official statistics, but urban areas are posting rates closer to 10 per cent, which diplomats say are still underestimated.

While proud that their

economic policies are working, China's communist leaders fear that mismanagement may bring a repeat of the economic turbulence of the late 1980s, when spiralling inflation helped to bring about the pro-democracy protests in the spring of 1989.

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Representatives of 70 countries, who are beginning 10 days of talks, are

Japanese search for clues to life with Clinton

The generation change at the top of US politics is unsettling Tokyo, says Charles Leadbeater

FOR THE PAST week a team of 20 top officials from Japan's Ministry of Finance has been hard at work in Washington seeking clues about what a Clinton presidency could mean for Japan.

Although the answer will remain unclear for months, Japanese concerns are already crystallising.

Mr Hiroshi Mitsuzuka, the leader of one of the ruling Liberal Democratic Party's factions remarked: "There must be change. This was the first post cold war election in the US. One of the main themes was a desire for change."

Professor Takashi Inoguchi, professor of politics at the University of Tokyo identified the common Japanese concern: that change will be in the direction of toughness.

He said: "The Clinton team will be tough, they will be tough on themselves demanding more from the US economy but tough on us as well."

What is unsettling for Japan is not that there will be a shift from Republicans to Democrats in the White House.

Even more significant for many Japanese is the change

of generations at the top of US politics.

The 46-year old Mr Clinton has no memory of Japan as a vulnerable, war ravaged, nation which became a bulwark of American anti-communist policy in Asia. He knows Japan only as a strong economy. Since the mid-1950s the two elements of the relationship have balanced one another. The strategic, political relationship was designed to contain communism in Asia.

The strength of that alliance soothed the economic and commercial tensions which have accompanied the growth of Japan's trade surplus and its economic power. Trade disputes were never allowed to jeopardise the basic anti-communist alliance.

Mr Clinton will find the balance between the strategic and economic aspects of the relationship fundamentally unsettled. Japan's growing trade surplus did not play a large role in the US presidential campaign. But trade tensions are unlikely to subside, especially if the US economic recovery continues to be weak.

According to a senior US dip-

lomat in Tokyo: "A new administration will almost certainly have to have another go at the trade issue. We have learned the only thing that works is hard pressure."

Not only do many Japanese expect Mr Clinton to press for further measures to open the Japanese market. They also believe trade politics will become more complicated.

An agreement between the US and Europe on farm trade would quickly swing the spotlight on Japan's willingness to open its rice market. The US commitment to the North American Free Trade Agreement has alarmed many Japanese exporters.

Mr Mitsuzuka suggests human rights are more important in a multiracial society such as the US than in ethnically homogeneous societies such as China and Japan.

Approaches to Russia may also become more divisive if the US insists that Japan carries more of the aid burden. The US in the past three years has committed \$9.3bn to the former Soviet Union. About 65 per cent has been disbursed. Japan has committed \$2.7bn most of it in the form of trade credits to Japanese companies. Most has not been disbursed. The funds which have been disbursed have gone to the Russian Far East which hosts 3 per cent of the Russian population and 80 per cent of its raw

recent visit to China, preceded by a stream of Japanese politicians and business leaders, was a subtle but significant signal of a more independent Japanese policy.

Japan may be prepared to maintain this independence. Senior Tokyo trade officials say there is little sense in talking of human rights without fostering China's economic development.

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There is no prospect of a rupture. According to Mr Yukio Sato, director general of the Ministry of Foreign Affairs' North American bureau, the US still defines Japan's foreign policy choices: "Some people say we could go back to Asia if relations with the US turned sour. But no Asian nation would welcome a Japan which had a bad relationship with the US."

But Professor Robert Scalapino, an Asian expert at the University of California, warns that the two countries must put their relationship on a new basis. To stick to old policies was impossible in the light of the current changes. It was time for the US to adopt fresh Asian policies.

Even the most imaginative innovator would be hard pressed to come up with something as potent as the cold war to bind the two together. Pragmatism and practicality rather than strategic vision are more likely to characterise the relationship in the Clinton years.

Japan insists it cannot offer more aid until the dispute with Russia over the four Northern Territory islands is settled.

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As Mr Mitsuzuka puts it with resigned realism: "Even if we are divorced we can still live under the same roof."

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Attempted coup leaves Peruvians perplexed

DETAILS of last Friday's coup attempt in Peru, allegedly intended to assassinate President Alberto Fujimori and kidnap the head of his joint chief of staff, emerged over the weekend. But they leave key questions unanswered.

With Peru's return to "democratic institutionality" (via elections for a constituent congress) less than a week away, opposition politicians are demanding that Mr Fujimori clarify his repeated claim that "the black hand of political interests" was behind the superficially tame attempt.

Some 25 retired and serving army officers and a handful of civilians are under arrest. The majority have already made extensive confessions.

Sally Bowen on questions raised by the move against Fujimori

Trial will be by closed military court and proceedings have already been opened against the ringleaders - who have had no access to legal advice as yet.

But there are still no details of involvement of politicians. As Mr Fujimori gave weekend interviews, journalists demanded evidence while

retired generals termed the plot "absurd and unreal". Even Mr Fujimori called it "crazy".

On the face of it, the conspiracy seems to have had faint chance of success. It was hatched, says the official version, by three retired and two serving army generals and led by General Jaime Salinas. He and the other two retired generals, Palomino and Pastor, had all served as heads of the military household in the government palace during the previous regime of President Alan García.

According to Mr Fujimori, Gen Salinas attempted an unpublicized coup in July 1990, to prevent him taking office. The intention this time, Mr Fujimori claims, was to

impede next Sunday's elections. The plotters were allegedly to put themselves in key military and ministerial positions and reinstate the congress which Mr Fujimori dissolved on April 5.

He said it was "not yet clear" whether they planned to install Mr Maximo San Roman, the constitutional vice-president, as president.

Mr Fujimori insisted the conspirators were bent on assassinating him. He displayed on television a rifle fitted with telescopic sights captured during the arrest "similar to the one used to kill President Kennedy".

In the early hours of Friday, the president and his family were whisked from government palace under heavy guard to a secret loca-

tion. Tanks and troops blockaded Lima's main square. But the only hostile movement seems to have involved alleged assassin Captain Hugo Ormeño, who was arrested with five other men several hundred yards from his objective.

The three generals accused of playing the leading role in the conspiracy were all forced into early retirement when Mr Fujimori assumed the presidency in July, 1990. In what he called an essential "moralisation" process, he sacked many high-ranking officers from the armed forces and police.

A certain degree of discontent in the armed forces undoubtedly exists, primarily over low pay and recent changes to systems of promotion.

Some middle and higher-ranking officers complain that all key promotions are managed by retired captain Vladimiro Montesinos, Mr Fujimori's shadowy but powerful personal adviser.

There seems no short-term threat of a repetition of Friday's events. Lima is calm and loyal messages have been received from military commanders in all Peru's regions.

Mr Fujimori, meanwhile, is uncharacteristically jovial, apparently enjoying his new role as defender of democracy. The coup attempt has moved pre-election political debate still further to the sidelines and everything looks set for a comfortable government victory in Sunday's elections.

Pledge to end cold war between Congress and the White House

Clinton seeks to mend fences

By Nancy Dunne in Washington

MR Bill Clinton, the president-elect, and Democratic congressional leaders yesterday pledged "an end to the cold war between Congress and the White House and a new era of co-operation" on plans to tackle economic and health care problems.

Mr Clinton and his wife, Hillary, met vice-president-elect Al Gore, Mr Tom Foley, Speaker of the House, Mr George Mitchell, the Senate majority Leader, and Mr Dick Gephardt, the House majority leader on Sunday night.

"We're off to a good start," Mr Foley said in Little Rock yesterday morning. He promised the House would move more swiftly than at any time in recent history to organise action on the new president's proposals.

Only a few notes of discord marred the pronouncements of harmony. Mr Clinton called "intriguing" a plan by Mr Foley to allow the new president to "line item veto" parts of bills, still giving Congress the power to override the veto by a majority vote. This means, said Mr Clinton, "you can't just bury something of questionable merit in a big,

omnibus bill." However, Mr Mitchell, withheld his support from the proposal, saying once the economy had improved "matters of process will be less important."

Mr Clinton reaffirmed his intention of lifting the ban on homosexuals serving in the US defence forces - a move opposed by Sen Sam Nunn, the powerful chairman of the Senate armed services committee. This promise could haunt him, particularly if military leaders resign over it, as some have threatened to do.

On foreign policy, the president-elect refused to talk specifics, but on Bosnia, he said

there were "many options short of sending troops in but beyond where we are now". On improving relations with Vietnam, he stressed the need for a full account of those American troops missing in action.

Mr Clinton said his wife - whose role in the administration is being closely watched - had stayed for the entire meeting with the congressmen and that "she knew more than we did about some things". The Clintons are due to make their first post-election trip to Washington on Wednesday where they will meet with the Bushes and both Democrats and Republicans in Congress.

Brazilian left gains ground in local polls

RESULTS of the final round of voting in municipal elections held across Brazil on Sunday showed a considerable shift to the left in most of the country, writes Christina Lamb in Rio de Janeiro.

The left-wing Workers party (PT) won in the major state capitals of Belo Horizonte, Porto Alegre and Goiania, as well as in the important industrial town of Ribeirao Preto. Mr Luis Inacio da Silva, the PT leader who narrowly lost the

1989 presidential elections, described the party's performance as "extraordinary".

However, the PT lost São Paulo, Brazil's largest city and the party's birthplace, to Mr Paulo Maluf from the Social Democrats (PDS), despite Mr Maluf's association with past military regimes and successive defeats in democratic elections.

Mr Maluf is expected to use his position to build up a base for presidential elections.

Supreme Court to hear tobacco pricing case

THE US Supreme Court yesterday agreed to hear a tobacco competition case which involves claims by the Brooke Group - formerly Liggett Group - that Brown & Williamson, a subsidiary of Britain's R&W Industries, used predatory pricing to limit Brooke's ability to compete, writes Nikki Tait in New York.

The case could also clarify the extent to which price-cutting is legal. Brooke/Liggett introduced

low-price generic cigarettes in the early-1980s, to which Brown & Williamson responded with a brand of its own and offers of volume-based rebates.

Brooke brought an anti-trust case against B&W and in 1990 was awarded nearly \$50m (£33.1m) - increased to \$168.8m because of the anti-trust nature of the case. However, a federal appeals court subsequently ruled in B&W's favour.



In a referendum on Sunday an overwhelming majority of Panamanians voted against a proposal to eliminate the army under constitutional reforms backed by President Guillermo Endara, pictured casting his ballot. With 92 per cent of results in, 64 per cent of voters were against.

Canada forced to protect currency

By Bernard Simon in Toronto

A BURST of gloomy reports on Canada's economic prospects has sent the Canadian dollar reeling, forced interest rates higher and raised fresh concern about the sputtering business recovery.

The Canadian dollar sank by almost half a US cent in early trading yesterday, falling below 79 US cents for the first time in almost five years. The Bank of Canada responded to the fall by pushing up short-term interest rates. Commercial banks followed suit, lifting prime rates by three-quarters of a percentage point to 8.25 per cent.

Economists are concerned that the jump in interest rates will rub out signs of an end to the unexpectedly long and deep recession. With inflation running at an annual rate of little more than 1 per cent, real long-term interest rates are now at an unusually high level of about 8 per cent.

Describing the most recent rise in money costs as "very dangerous", Mr Warren Justin, chief economist at Bank of Nova Scotia, said yesterday that Canada was teetering "on the lip of deflation".

"Given the weakness in the economy, the betting is that the Bank of Canada has leeway to raise interest rates, but not much leeway," Mr Justin said.

Financial markets' nervousness is ascribed to worries about deteriorating federal and provincial government finances. The federal government indicated late last week that its budget deficit for the year to March 31 1993 could reach C\$35bn (£18.3bn), compared with the original estimate of C\$27.5bn. Several provinces are also battling to contain deficits in the face of slumping tax revenues and rising public spending demands, especially on social security.

Although Mr Donald Mazankowski, the finance minister, has affirmed his determination to rein in the deficit, calls are growing on the government to stimulate growth.



Racing Driver Bernard Sanial of Ste. Maxime, France, fails to win over his baby daughter Sarah.

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Part of our lives

NEWS: WORLD TRADE

London offices for Hermes and Coface

By David Dodwell

EUROPE's two most powerful nationally owned export credit agencies, Hermes of Germany and Coface of France, are poised to open offices in the city of London.

The primary role of both offices is in the short term to gather market information. The two insurers say the moves are linked with Britain's deep recession, which has made it essential to have the most accurate information possible on the creditworthiness of customers for German and French exporters.

But the moves will also be seen as a warning to the UK's two leading privately owned export credit insurers, Trade Indemnity, and the Dutch-controlled NCM, of increasing competition to come in Europe's most open insurance market.

Mr Richard Savage, appointed in March to head the Hermes office in London, said: "The main implication is of another reputable and strong credit insurer plying its wares in the UK. We have been trying to do this from a distance. We are saying we are in the market to stay, and our presence will grow."

The main initial role will be to gather information for existing (mainly German) clients. But from its current small base of UK clients, most of them multinationals with close links with German companies, the company aims to grow "selectively" as a domestic insurer. "We have been writing business in competition with others for several years. It is just

that now we have decided we must have a better and more important presence," Mr Savage said.

Following the recent collapse of Svenskredit in Sweden, Hermes has also established an insurer in Scandinavia. Coface is more powerfully motivated by anxiety over the plight of UK clients as they wrestle with domestic recession: "The aggregation of risk in UK companies is causing considerable concern," says Mrs Bridget Spreckley, who will head the new office, to open near St Paul's Cathedral.

She will be working with a risk analyst, mainly to provide French exporters with the most accurate credit information possible on UK buyers. "We are not desperately pessimistic about the UK, but just say we need to be well informed. When credit insurance becomes difficult, getting closer becomes vital," she added.

Coface has no immediate plans to compete for UK business, Mrs Spreckley said. "All we are doing is studying opportunities."

Private-sector competition to write export insurance has increased since January last year, following the purchase by Holland's NCM of the short-term export credit guarantee department (ECD). It is widely believed in the industry that by the end of the century, only four export credit insurers will exist in Europe. Coface, Hermes and NCM are expected to be competing hard to ensure they are among them.

Bouygues Singapore deal

By William Dawkins in Paris

BOUYGUES, the leading French construction group, yesterday reported a FFr1.6bn (£190m) contract to build a combined hotel, shopping and office centre in Singapore. The contract was signed

between Bouygues' subsidiary Dragages et Travaux Publics, and a joint venture of Pontiac Land, one of Singapore's largest property developers, with Kajima Overseas Asia, a Japanese construction company. Building will start next year and take about 30 months.

Dunkel's intervention is low-key affair

Gatt chief is aware of his limited influence on the US and EC, writes David Dodwell

IF Mr Jacques Delors, European Commission president, is seen by the US as a French farm lobby stooge, Mr Arthur Dunkel, Gatt director-general, is seen in France as a US stooge. That makes Mr Dunkel's mediation in the US-EC farm trade dispute, which took him to Brussels last week and to Washington yesterday, an especially cautious, low-key affair.

His meetings in Washington, with Mrs Carla Hills, US trade representative, and Mr Ed Madigan, US agriculture secretary, have been partly overtaken by resumption of US-EC negotiations aimed at reform of the EC's subsidised farm trade regime. Mr Madigan is due to meet Mr Ray MacSharry, his EC counterpart, in Washington tomorrow evening, the first time they have met since the Chicago talks collapsed on the eve of the US presidential election two weeks ago.

It will be necessary to wait until after the Madigan-MacSharry meetings to learn if the much-needed farm trade breakthrough can be won. But that does not render Mr Dunkel's intervention irrelevant. His presence in Washington reminds US and EC farm negotiators that more is at stake than farm products trade. Mr Dunkel was mandated to travel to Brussels and Washington by the other 106 contracting parties to Gatt, all frustrated by US-EC transgression on farm trade reform and alarmed by imminent deadlock will imperil the Uruguay Round.

Economists say these reforms could add \$200bn (£122bn) to world trade by the end of the decade. More immediately, they could provide a fillip to Europe's recession-ridden economies, as well as boosting export hopes for many third world exporters which continue to be barred from many industrial markets. Most important, they would

avert a threatened US-EC trade war that would quickly embroil the rest of the world.

Mr Dunkel will try to set the stage for a rapid return by trade negotiators to Geneva if a US-EC breakthrough is achieved later this week. The return of negotiations into Gatt's multilateral context

would first aim to win wider international support for any US-EC farm reform package agreed bilaterally.

It would then provide urgent impetus to wider negotiations on market access, trade in services and protection of intellectual property which have to be completed under extreme time

pressure. Hardly any progress has been made here since Mr Dunkel's draft Uruguay round pact, the so-called "final act", was published last December.

Some have said Mr Dunkel's preface to the negotiations in Brussels last week was "a bit of a waste of time". Observers said EC officials are not keen for him to be seen to have too much influence. Mrs Hills caught some of the same mood when she said on US TV: "He is going to impress us, having impressed the EC, to try to get the Uruguay Round talks to move forward." Mr Dunkel is unlikely to be perturbed by such put-downs. He is aware of his limited influence, and has agreed to mediate only because of signs the EC and US want to settle their differences. He emerged from Brussels convinced the EC is "prepared to do a deal". Whether his confidence is justified or not, only meetings later this week will clarify.

Lloyd's in Russian insurance scheme

By Richard Lapper

UNDERWRITERS at Lloyd's of London are backing a new billion-dollar insurance scheme aimed at boosting foreign investment in Russia. The Russian Investment Insurance Programme, launched yesterday, covers investment risks from property expropriation to blocks on dividend repatriation, and should ease a shortage of political risk insurance for foreign investors.

The scheme was developed by the European Investment Guarantee Agency (EIGA), a London-based political risk and trade credit insurance consultancy, with the Russian Agency for International Co-operation and Development, a government body for investment promotion.

The European Commission and the Russian government have been closely involved in the scheme which should boost available international capacity by \$1bn (£600m) from the present \$3bn-\$5bn. One recent estimate shows international investors seeking cover for projects worth up to \$40bn.

Mr Robert Lyle of EIGA expects companies investing in Russian port renovation, hotels, the conversion of weapons and munitions factories and mining projects to be among the first customers. Premiums would average 1.5-2.5 per cent of the value of an investment, with the sum insured related to the amount of capital exposed.

The rate is only slightly dearer than charged by government-owned agencies, such as the UK's Export Credits Guarantee Department, and cheaper than other private market rates, Mr Lyle says. Maximum exposure which can be insured for any one investor is normally \$75m, rising to \$150m for any one project.

Polices will be written for three years and are renewable annually. Trade credit insurance is separately available up to \$10m per risk. Lloyd's underwriters specialise in political risk and will lead policies, with 30-40 of the market's 250-plus syndicates taking part.

Trade imbalance strains Mercosur pact

John Barham looks at the motives behind Argentina's tax on Brazilian imports

BRASIL's economic and political problems, coupled with Argentina's trade deficit, are straining the foundations of the Mercosur trade pact.

Under the 1991 treaty creating Mercosur, the trade bloc linking Argentina, Brazil, Paraguay and Uruguay, trade barriers must fall by the end of 1994. But in October, alarmed by the growth of Brazilian imports, Argentina trebled to 10 per cent a tax on nearly all imports. The tax was targeted at imports from Brazil, which were rising by between 5 and 6 per cent a month.

Argentina forecasts a trade deficit of \$1.2bn-\$1.4bn this year, its first since 1981, and blames most of the troubles on artificially cheap Brazilian goods.

Under the Mercosur treaty, tariffs should fall by 7 percentage points every six months until they disappear by 1995. Argentina insists its tax does not count as a tariff and thus can be applied to imports from Mercosur countries. Mr Domingo Cavallo, Argentina's economy minister, insists that the tax is only a temporary measure.

However, his claim that Brazilian imports constituted an "external shock" sound disingenuous. Although Brazilian imports have almost doubled from \$1.5bn in 1991, Argentina's exports to Brazil remain largely unchanged from

\$1.4bn last year. The resulting deficit is equivalent to less than one percent point of GDP.

Furthermore, half the deficit is due to car imports. Under bilateral protocols, trade in cars should be balanced. But Argentina's three manufacturers cannot meet strong local demand, let alone extra cars for the Brazilian market.

It is true that recession-bound Brazilian companies are selling at almost any price. But Argentina's overheated economy and overvalued exchange rate are sucking in imports from all over the world. An Argentine foreign ministry official pointed out: "Argentina's trade deficit with the US this year will be about \$1.8bn - roughly the same as with Brazil, but nobody is getting upset about imports from the US. In fact, imports from Brazil began slowing in August and September."

Privately, officials say they had to take action to avoid domestic political fallout over the deficit, hinting that discrimination against Brazil was an obvious solution.

Still, Argentine companies say the Brazilians have already absorbed the effect of the 10 per cent import tax and imports are growing unabated. Those trying to export to Brazil complain that inflation of over 20 per cent a month makes it difficult to price their goods.

The spirit of the Mercosur treaty encourages countries to both expand and balance trade. Brazil's foreign minister, Mr Fernando Henrique Cardoso, has promised to increase purchases of oil, wheat and flour, Argentina's main export products, to reduce the gap.

Bickering over trade is a sideshow compared to more serious objections to Mercosur. Many Argentines say they should not have to wait, possibly for years, for Brazil to stabilise and should seek trade alliances elsewhere.

Furthermore, opponents argue that integration between inherently unstable developing countries is conceptually flawed, and suggest Argentina should join the North American Free Trade Agreement as quickly as possible.

Perhaps the most convincing objection is that Brazil's crises could destabilise Argentina's fragile economy. Mr Cavallo says he has not lost his "political enthusiasm" for integration, but has warned that he will only wait another year before deciding what action to take over Mercosur.

However, supporters of integration say it is wrong to sacrifice Mercosur which is also a political and strategic alliance between former rivals - because of short term trade difficulties.

Mr Felix Pena, a former Argentine

Mercosur negotiator, accepts that Brazil's problems may prompt a review of the timetable. But he says Argentina cannot ignore Brazil's market of 150m potential consumers or forgo access to a resilient economy that has historically grown very fast.

In fact, Mr Pena, believes that once Brazil returns to growth, Argentina will not be able to satisfy Brazilian demand for food and agricultural products.

Furthermore, it would be difficult to undo the links between companies which have been multiplying rapidly in sectors ranging from beer to insurance and services. Last month, Argentina sold Sonimex, a state-owned steel mill to a consortium including two Brazilian companies. And without access to Brazil, many multinationals would either close affiliates in Argentina or freeze expansion. The Brazilian connection is vital for several proposed infrastructure projects. These include a \$6bn gas pipeline linking Argentina and Brazil, which could be vital to develop Argentina's huge natural gas reserves.

A Argentine steel executive summed up the spirit of Mercosur: "You can count on the fingers of one hand the days when Brazil and Argentina have stabilised simultaneously. That's how we trade - one day we export to them and one day they export to us."



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Major emphasises UK growth as top priority

By Philip Stephens
and Peter Norman

MR JOHN MAJOR last night urged business leaders to restrain boardroom pay awards as he pledged that a commitment to build up Britain's manufacturing base was now central to the government's revamped economic strategy.

In his annual speech to the Lord Mayor's Banquet at Guildhall, the prime minister said that last week's Autumn Statement had demonstrated that a "commitment to industry is right at the heart of our policies".

His speech came as Mr Norman Lamont told MPs that last week's special measures to help the economy, combined with recent falls in interest rates and sterling, would be "good for jobs, employment and growth".

Their comments coincided also with a new report from the Confederation of British Industry suggesting that a modest improvement in retail sales petered out last month, as uncertainty about the economy continued to undermine consumer confidence.

Mr Major used his traditional broad-ranging review of the domestic and overseas scene to underline again his determination to push for a speedy agreement in the Uruguay Round of the General Agreement on Tariffs and Trade.

In what Downing Street confirmed was an implicit sideswipe at the French government, he warned that the deteriorating world economic outlook meant that Europe had to resist a "dangerously strong" instinct: "to look inwards, put up the shutters and slam the door on the free trade that has brought prosperity."

BRITAIN'S banks and building societies were under pressure last night from the government to pass on to revive the economy by passing on the whole of last week's base rate cut to mortgage holders and small businesses.

Barclays and National Westminster, the two largest lenders to small businesses, yesterday conceded that the margin between the base rate and the average lending rate they charge small businesses has risen over the past 18 months. The banks say the higher rates reflect the increased risk of lending in the recession.

Lord Alexander, National Westminster Bank chairman, responded to the criticism. He said the bank had passed on to business customers the full benefits of the base rate cuts immediately.

It is to the postwar world".

The prime minister added that a Gatt accord was not only "an economic necessity" for the West but also "imperative" because it would provide for the developing nations to "earn their way to prosperity".

In an assessment of the domestic economic outlook which reflected the government's determination to "talk up" the confidence of industry and consumers, Mr Major said that cuts in interest rates since 1991 had saved industry \$10bn.

In parallel, sterling's departure from the European exchange rate mechanism had left an exchange rate which was "fiercely competitive", providing companies with an edge over overseas rivals in both domestic and foreign markets.

Stressing the focus on help for manufacturing, he said: "I do not regard manufacturing industry as a marginal add-on optional extra — it is fundamental to our future prosperity".

The government, he added, had set an example by restricting public sector pay awards to a maximum of 1.5 per cent. He acknowledged that it could not dictate the level of awards in the private sector but added: "It would be wrong of me not to use this gathering tonight to say very frankly that costs must be controlled everywhere, not just on the shop floor but in the boardroom too. We have set a lead in the public sector. I hope we will see that mirrored in the private sector".

The government, he added, had set an example by restricting public sector pay awards to a maximum of 1.5 per cent. He acknowledged that it could not dictate the level of awards in the private sector but added: "It would be wrong of me not to use this gathering tonight to say very frankly that costs must be controlled everywhere, not just on the shop floor but in the boardroom too. We have set a lead in the public sector. I hope we will see that mirrored in the private sector".

Ministers plan fresh talks on Ulster

By Tim Coone, Dublin

THE British and Irish governments yesterday agreed to try to restart the stalled political talks on the future of Northern Ireland.

The talks, involving both governments and the four main political parties in the province, broke up last week without agreement and no clear commitment to renew dialogue.

The negotiators had sought an agreement on a new devolved administration in Northern Ireland, and a replacement of the 1985 Anglo-Irish agreement on security in the province.

Yesterday, at a meeting in Dublin, both governments agreed "that the objectives of the talks process are both valid and achievable".

However, Mr David Andrews, the Irish foreign minister, admitted that there has been no bilateral meeting between the Irish government and the hard-line Democratic Unionist Party led by the Rev Ian Paisley. "The value of any future talks would be greatly diminished without such a meeting," he said.

Yesterday's meeting, on the seventh anniversary of the signing of the 1985 Anglo-Irish agreement, was the first bilateral meeting under the agreement since April, when regular meetings were adjourned to allow the inter-party talks to take place.

The unionist parties oppose the 1985 agreement because of the role it gives to the Republic in Northern Ireland's affairs, and refuse to participate in talks while the inter-governmental meetings continue.

Labour claims MP's misled on Iraq

By Ralph Atkins and David Owen

MR ROBIN COOK, the opposition Labour party's trade and industry spokesman, sought yesterday to keep maximum pressure on Mr John Major over the arms-to-Iraq affair with a fresh compilation of documents that he said showed the prime minister had repeatedly misled MPs.

Confirming Labour's tactic of seeking the best impact possible by selectively releasing documents, Mr Cook said that his "charge sheet" against Mr Major proved "beyond reasonable doubt" that he must have known he was misleading MPs.

He admitted he did not have proof that Mr Major had read papers sent to him when he was either foreign secretary, home secretary or prime minister, but said it was "inconceivable" that the prime minister would not have had his attention drawn by civil servants to relevant information.

Labour is determined to build momentum behind the political row at Westminster over the affair, even if — as yesterday — the extent to which it is increasing the information in the public domain is

only incremental at best. One Cabinet minister admitted that the effectiveness with which the opposition party was carrying out its harrying of the government was "impeccable".

Fresh Labour attacks could come from Mr John Smith,

party leader, at prime minister's questions today and in a Labour initiated Commons

debate on Monday.

Mr George Foulkes, a Labour defence spokesman, plans to publish a list of companies which, he claims, breached export guidelines — with tacit government approval.

Asked how many more documents he could release, Mr Cook replied: "I have 464 documents. As to when we release

them is a different matter."

Mr Cook's case against the prime minister is based on assurances from Mr Major in the Commons and in a letter to Mr Paddy Ashdown, Liberal Democrat leader, that the arms embargo against Iraq had been kept. Mr Cook said that in fact, "ministers first relaxed and then ignored those guidelines."



Rising to the challenge: Opposition spokesman Robin Cook demanding government explanations

Lautro official threatens to quit over proposed reforms

By Norma Cohen,
Investments Correspondent

A TOP official at the self-regulatory body for the life insurance industry yesterday warned she would resign rather than work for the Personal Investment Authority which is to replace it.

Ms Leisching, chief policy and administration officer at Lautro, said the new body will not take sufficient account of consumer interests.

In a letter to Mr Kit Jebelein, Lautro's chief executive, she said: "I can have no belief in or commitment to the goals of the PIA." Ms Leisching, who joined

Lautro in 1988 from the Department of Trade and Industry's Insolvency Service, offered to resign in the letter.

Ms Leisching, explaining her move, said: "I feel in the context of PIA that there is a grave risk that what should be the main agenda item, investor protection, is being marginalised by the interests of the various industry groups."

The PIA has been proposed as a self-regulatory body which would incorporate members of Lautro as well as two other self-regulatory bodies, Fimbra, which groups independent financial advisers, and some members of Imro, the fund-

managers' body.

Debate about the PIA has so far centred on how it should be structured to ensure all those it is designed to regulate actually join it.

Insurance industry members of Lautro are insisting the PIA should also regulate the financial services arms of banks and building societies.

Ms Leisching also said she believed the creation of the PIA had been forced by the inability of members of Fimbra to pay for the cost of policing themselves adequately or to pay for their share of claims against the Investors' Compensation Scheme.

THE CHALLENGE OF THE NEW SOUTH AFRICA

South Africa is exporting skills, technology and experience to Africa

Dr Chris Stals, Governor of the South African Reserve Bank, talks to John Spira, Finance Editor of Johannesburg's Sunday Star.

Spira: What is the outlook for economic growth in South Africa in the year ahead?

Stals: Next year should be better than this year, based largely on the assumption that we have a normal rainfall season, which would increase economic growth from this year's negative 1 to 2 percent to positive growth of the order of 2 percent. Without a repetition of last summer's severe drought, the economy's performance will obviously improve.

Additionally, as a result of cyclical factors, the downward trend in the economy, which is perhaps moving sideways rather than down, should soon start bottoming out.

A significant negative factor in the world economy. Last year saw a sharp deceleration of higher global growth rates. The result was bitter disappointment. Now, once again, we see predictions of better growth next year. However, in the light of what has been happening recently in the financial and currency markets, I suspect the optimists might once again be proved wrong.

The world is going through a major financial adjustment whereby

balance sheets — of private individuals, companies and governments — are being restructured to solve a common problem of excessive debt. With relatively high interest rates and declining asset values, they all need for balance sheet consolidation, which means that they can't grow as fast as they used to. In fact, they are not growing at all, rather than spending on goods and services.

That's why real economies in so many countries remain depressed. That's why it's so difficult to make any optimistic assumptions regarding the prospects for world economic growth. And it's one contributing reason why South Africa's economic growth potential is muted.

Exacerbating the uninspiring outlook for the South African economy is the political situation, to which there's bound to be a solution sooner or later. But the way things are developing at present, it looks like being later rather than sooner — which must also influence projections for the economy for next year.

Given this background, the outlook for 1993 economic growth is nothing about which one can get excited. There will be growth, but not of the magnitudes that will really solve our basic problems — that of declining real per capita income.

Spira: What do you feel about the kick start scenarios being advanced in many quarters?

Stals: An export kick start, which would get the South African economy going very nicely, most unfortunately, be ruled out for the near future because of the world economic situation.

I'm not impressed with the argument for kick starting the economy via huge spending on mass housing and other social upliftment projects. It doesn't help to give a man a house in which to live without him having a job to go with it. Simply put, he must be able to afford the house.

I don't deny that housing and social upliftment programmes are desirable; but in the final analysis they must be based on a higher real economic growth rate that will create more employment opportunities. Building more houses doesn't create jobs — it creates a demand for labour.

The most important priority has to be higher economic growth, especially in the private sector.

Further disengagement of the mass housing kick start approach

is that it would have no multiplier effect if people have no confidence in the future. What the nation really needs is new investments which increase the country's productive capacity.

Then, too, from where will the money for the kick start come?

It won't be forthcoming as long as national income remains low and everyone's intent on consolidating their balance sheets.

The kick start idea doesn't work if you have a generally depressed and pessimistic business mood. And in South Africa we have political uncertainties and a lack of confidence among investors and consumers.

Social upliftment programmes are worthy projects, but before they can be embarked upon, you first need broad economic growth to employ more people and generate more income, thereby generating the tax revenue necessary for the government to finance the kick start.

Spira: What is the potential for South Africa to attract finance from the IMF and the World Bank to help boost economic growth?

Stals: Lenders from the IMF may be used only for balance of payments purposes and not for domestic expenditure projects.

At this stage South Africa doesn't qualify for IMF loans, because it doesn't have a balance of payments need. Should, however, we pursue more expansionary policies, the balance of payments may soon turn in deficit.

Spira: Will fiscal policy tighten up soon, or not until the economy turns around?

Stals: The Minister of Finance is determined to do something in next year's Budget, so I think we will see some tightening of fiscal



Dr Chris Stals

policy. He's already embarked on a strategy of reducing the number of civil servants by 3 percent by March next year.

At the recent IMF annual meeting, the managing director said the question might be asked as to whether it would be right for countries to apply fiscal discipline, reduce government expenditure and cut back on fiscal deficits at a time when we all want higher growth. His answer was an unqualified yes, because the absence of discipline could become entrenched. It's a principle of which South Africa should take note.

Spira: You've regularly spoken of the need for a high level of cooperation between labour, business and the government. Has this been progress?

Stals: I believe that the Economic Forum would be the right place for this to be achieved. But the Economic Forum hasn't yet got off the ground. Everything in South Africa is so politicised, making it difficult to get constructive initiatives going.

Ultimately, of course, adverse economic conditions force this type of cooperation, because, as high unemployment continues trade unions can't go on demanding higher wages; nor can corporations go on increasing prices. And government must also apply discipline, since in a depressed economy it can't keep on increasing the budget deficit.

Active cooperation through negotiation is preferable to achieving the desired result through economic hardship, but if the former isn't forthcoming, then the latter will take its course. It's perhaps idealistic to think you can bring all the concerned parties together without going through hardship. It should be possible, but given South Africa's present political situation it's extremely difficult.

Spira: Should an economic solution precede a political solution?

Stals: As an economist I say you must get the economy right irrespective of the political situation. But you can't extricate the economy from politics — especially at this stage of the country's evolution. Yet that doesn't mean one shouldn't try.

As far as I'm concerned, we should use the present economic recession to stabilise the balance of payments and the internal financial situation. At least there we can show some progress. This implies that once the political problems have been solved and the economy improves again we'll have a sound financial basis on which to build a new expansionary phase.

Spira: Have South Africa's relationship with the rest of Africa continued to improve?

Stals: Yes. But we have a depressed economy and Africa has serious economic problems, so the continent's countries can't do much to help one another.

A major problem is the high expectations in many African countries that South Africa is in a position to help them. Such expectations are largely unrealistic, especially when it comes to financial assistance. South Africa can't afford to make large financial investments in other African countries; it can't afford to be a capital exporting country.

However, in terms of skills, technology and experience, we can do (and we are doing) a lot. I believe South Africa will play an important role in other African countries, but more through skills, management and technical assistance than via the provision of capital.

I'm not enthusiastic about vast new common markets in Africa. There's too great a divergence between the stages of development of the various countries, making it impossible to integrate the economies and placing a huge burden on the more advanced nations.

Yet this doesn't mean there isn't scope for bilateral cooperation, in which area many things will happen in the next few years.

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FT SURVEYS

Data source: * Chief Executives in Europe 1990

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NEWS: UK

Steel industry complains at Italian bids

By Andrew Taylor,
Construction Correspondent

CONTRACTORS in the UK steel industry have asked the government to intervene amid fears that up to 3,000 British jobs could be lost if contracts worth £20m are awarded to two Italian companies.

The steel fabricators, which have complained to Mr Michael Heseltine, trade and industry secretary, about unfair competition, claim the contracts include steelwork for the £300m privately financed toll bridge across the River Severn between England and Wales.

Cimolai, an Italian fabricator which has worked in Britain since the early 1980s, has submitted the lowest tender for the Severn Crossing, according to British Constructional Steelwork.

It also claims Beghini Steel UK, a subsidiary of the Verona-based company, has submitted the lowest bids for steelwork on a viaduct across the M6 motorway and a separate contract for bridges across the M3 motorway extension.

It says the contracts would provide 3,000 jobs for UK fabricators the work stayed in Britain.

Mr Allan Collins, the association's president, said in a letter to Mr Heseltine: "This is a very serious undermining of the policy to stimulate UK construction activity."

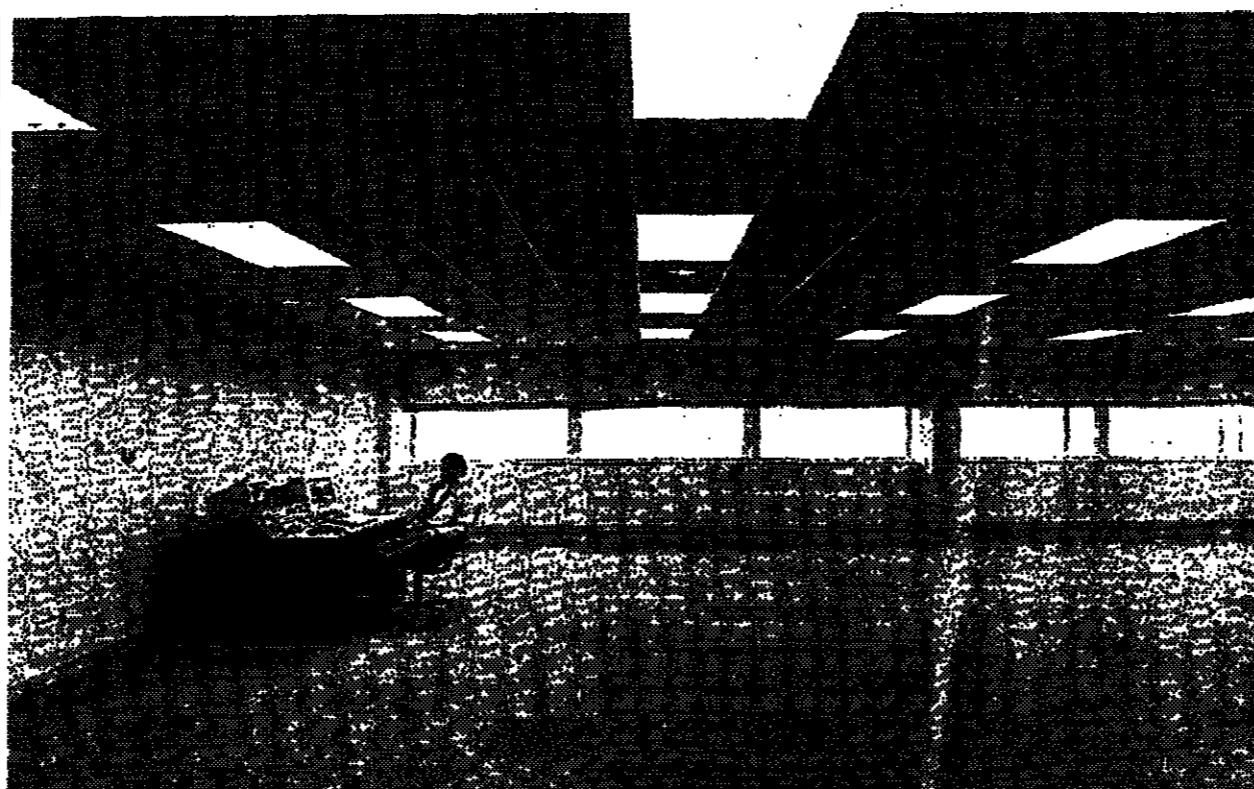
The letter asks the minister

to call an immediate meeting with contractors involved in the bridge-building programme to discuss cut-price tenders from overseas suppliers.

It adds: "We, as an industry, are being beaten to death yet we are without doubt the most efficient producer of fabricated steelwork in Europe. This begs the question of how the Italians are getting in with prices up to 20 per cent below our own suppliers."

Mr Derek Fordoff, the association's director, said yesterday: "We believe that many Italian fabricators receive hidden subsidies and that they have been targeting Britain and other international markets in order to make up for a decline in Italian construction activity."

More than 100 UK steel fabricators have ceased trading or gone into receivership since 1989, he added. Numbers employed have fallen by 40,000 to 60,000.



Waiting for a disaster to happen: a computer operator monitors Telehouse Europe's first dealing-room console

Companies learn to deal with disaster

By Bethan Hutton

INCREASED fears of bomb scares and disruption in London's financial district has prompted at least two companies to launch emergency dealing-room facilities on the fringe of the City.

The opening of the first room follows a failed attempt to plant a bomb at Canary Wharf, the east London office complex, at the weekend.

In that incident, offices were evacuated while bomb disposal officers defused a device left in

a van beside the Canada Tower, the largest building in the development.

Banks and insurance companies can face huge losses if their dealers are cut off from their desks for any reason — a security alert, explosions, gas leaks or any number of other emergencies. Fully-equipped standby dealing rooms are a new development in the UK disaster recovery industry, will allow dealers to be back in business within minutes.

Telehouse, an Anglo-Japanese telecommunications and

computer joint venture, set up one of London's first emergency dealing-rooms following surveys which showed that dealers had been prevented from dealing for an hour or more at 27 per cent of the institutions questioned.

Only 48 per cent of companies had a dealing room disaster recovery plan, although 84 per cent had contingency plans for computer breakdown.

Telehouse estimates demand for emergency dealing rooms could be worth up to £1m a year, and says interest has

doubled since the bombing of the Baltic Exchange in April this year. It is offering up to 30 dealing positions, plus 50 back office desks, at its headquarters in London's Docklands.

DSL, the software and communications consultancy, is to offer a similar service for up to 30 dealing and settlement positions at its Southwark office.

Subscription will be on a "club" basis — companies with similar requirements will form a group with up to 10 members subscribing to the same dealing desks.

Iveco Ford Truck wins £58m boost

By Vanessa Houlder,
Property Correspondent

FORD of the US and Fiat of Italy are pumping another £58m into Iveco Ford Truck, their joint commercial vehicle-making subsidiary in the UK, to help cover losses and maintain investment by the Langley, Berkshire-based company, writes John Griffiths.

The additional funding, agreed at an extraordinary general meeting a few days ago, will bring to £265m the total amount of extra cash injected into Iveco Ford Truck within the past 12 months.

The company made a net loss of £36m last year and has already indicated that there will be a further loss for the current year. The extra cash will take the form of increased share capital.

Meanwhile, Langley, where the workforce will fall from 730 at the end of 1991 to an expected 510 by the end of this year, is preparing to halt production for more than five weeks over Christmas.

Demand rises for new central London offices

By Vanessa Houlder,
Property Correspondent

THE availability of Central London office space has declined significantly for the first time in five years, according to a report by Debenham Tewson Research, chartered surveyors.

Office supply and demand is closer to balance than at any time since Autumn 1987, when the impact of the construc-

tion boom had still to be felt. This reversal of a trend is largely due to increased demand for new, centrally located offices by the financial sector.

The amount of office space in Central London that can be occupied immediately or within the next six months fell from 34.3m sq ft to 33.5m sq ft in the third quarter of 1992. This is due to a 27 per cent rise in the take-up of space,

from 2.6m sq ft to 3.3m sq ft, and a 6 per cent fall in the space coming on to the market, from 4.5m sq ft to 4.2m sq ft.

The figures show a sharp divergence in the performance of new and second-hand offices. Just over half the take-up was of newly-built space, whereas almost four-fifths of the space coming on to the market was second-hand.

The gap has widened between the

performance of the fringes and the core areas of London, namely the City, Mid Town and the West End. Availability in the central locations fell 4 per cent from 25.3m sq ft to 24.8m sq ft while take-up rose by nearly 40 per cent.

In the fringes, by contrast, availability rose marginally, take-up fell by more than a fifth and the space coming on to the market almost doubled over the quarter.

Tenders sought for light railway

By Paul Cheeswright

FOUR private sector consortia, including overseas groups, have been invited to tender for a £100m contract to design, build and operate a light rail transport system in Birmingham and central England.

The tender has been called by Centro, operating arm of the West Midlands Passenger Transport Authority. It is part of a renewed effort to persuade the government to provide funding for a project which, it

is argued, fits into its policy of encouraging private and public sector partnerships in infrastructure development.

Centro suspended its tendering process last June when the government said there would be no funding available to start construction in April 1993. Centro officials believe a fresh opportunity to start the project, called Midland Metro, arose after last week's Autumn Statement. Mr Norman Lamont, chancellor of the exchequer, said then the government

would "actively encourage joint ventures with the private sector, where these involve a sensible transfer of risk to the private sector".

The four consortia are: a joint venture between Balfour Beatty and Siemens; Centram, made up of Taylor Woodrow and Ansaido Transport; a joint venture between John Mowlem and GEC Alsthom Transportation; Eurotransit, made up of Norwest Holst, Tilbury Douglas and AEG Westinghouse Transport Systems.

Government urged to back Brussels subsidy for HDTV

THE British Radio and Electronic Equipment Manufacturers' Association has urged Mr Edward Leigh, technology minister, to reconsider his opposition to the European Commission's proposed ECU 850m subsidy to television broadcasters, writes Michiyo Nakamoto.

The association has written to Mr Leigh asking him to support the Commission's plan to help fund broadcasters' transition to high definition TV pro-

duction.

Mr Leigh expressed strong opposition to the subsidy plan at a meeting of Telecommunications Ministers this summer.

The letter was timed ahead of a Telecommunications Council meeting this Thursday, at which a unanimous vote of approval is needed to keep the subsidy plan on course.

If the UK votes against the subsidy on Thursday, it could derail Europe's HDTV programme.

PEOPLE

Nuclear link for McAlpine family company

SIR Christopher Harding (right), chairman of BET, has joined the board of Newarhill, which controls the privately-owned construction business of Sir Robert McAlpine and Sons, re-establishing a connection which goes back to the days when he was chairman of British Nuclear Fuels.

Sir Christopher, 53, says he has known the late Lord McAlpine of Motfat, a grandson of the founder and a leading figure in Britain's post-war nuclear power industry, for many years. He says his professional colleagues at BNFL had always had the highest regard for the quality of the company's nuclear power construction work.

Newarhill, named after the Scottish birthplace of founder

Sir Robert McAlpine, is the bigger, but more private, of the two construction companies connected with the McAlpine family. The family ownership of the Cheshire-based Alfred McAlpine is now down to 20 per cent and with last year's retirement of Bobby McAlpine from its chairmanship, the management of Alfred McAlpine has been largely transferred into the hands of outside professionals.

However, Newarhill, which took itself private in 1989, is still controlled by the Southern end of the McAlpine family whose best-known member is Lord McAlpine of West Green, one of Lady Thatcher's closest advisers and an important Tory party fund-raiser. Sir John Hedley Greenborough, 70,

appointed md of Leyland and Birmingham Rubber

COMPANY, part of STC; he moves from BTR Silvertown.

■ David Hall has been

appointed marketing director of ADAS, a government

Step agency; he moves from IBM.

■ Jennifer Vickers, formerly

legal director of Comshare

International, has been

appointed company secretary and corporate lawyer at HOLLIDAY CHEMICAL HOLDINGS.

■ Ian Harris, formerly md, has been appointed chairman and ceo of BONAS MACHINE

COMPANY; Jeff Gosling, formerly finance director, becomes md.

■ David Livermore, a former

director of IBM UK, has been

appointed group md of RAC MOTORING SERVICES.

■ Jim Deahan, formerly senior audit partner at Price Waterhouse, Bristol, has been

appointed finance director of WENTWORTH

INTERNATIONAL; Tim Palmer has stepped down as

finance director but remains company

secretary.

board is made up of increasing elderly family members.

In addition to Sir Christopher, George Grover, 65, a former senior partner of Debenham Tewson & Chinnocks, has also joined the board. Newarhill, which has lost considerably more money than its quoted sister company since it went private, says there is no special significance in their appointment. It simply restores the position to having three non-family members on the board.

However, one of the reasons why Sir Christopher may have been picked is that he is well versed in the ways of family companies, having been a director of Lord Hanson's family-owned transport business since 1974.

He is also well known for his experience in the oil industry, having been a director of BP since 1980, and for his role in the privatisation of British Gas.

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For further details contact the Joint Administrative Receivers:
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BUSINESS AND THE LAW

Defending London as a financial centre

Robert Peston and Robert Rice examine the proposed creation of a panel on questions of legal uncertainty

The Financial Law Panel sounds the sort of solution only a lawyer would dream up. The Bank of England's Legal Risk Review Committee has recommended the panel be established to help solve problems of legal uncertainty which are said to be threatening London's standing as an international financial centre.

"It is easy for lawyers to persuade themselves they need another legal body," concedes Lord Alexander, the former Bar chairman and chairman of NatWest who headed the committee.

But he adds: "I was persuaded of the need for it because of the demand from market practitioners."

The Bank of England, which will co-sponsor the panel with the Corporation of London, confirms there has been an encouraging response from the City. More than 100 financial firms have indicated they would be prepared to stump up £4,000 each towards the panel's estimated annual costs of £500,000.

The panel will have a board of between 10 and 13 individuals, chaired by Lord Donaldson, the former Master of the Rolls, and a full-time chief executive. The other board members will consist mainly of market practitioners and a few lawyers. There will also be a secretariat of four lawyers seconded from City law firms. It is expected to start work in the spring.

Lord Alexander drew an analogy between Lord Donaldson's appointment and the appointment of Lord Shawcross to head the Takeover Panel when it was set up in 1988.

The Takeover Panel became a success largely because of the seal and commitment of Lord Shawcross, he said. "I would expect Lord Donaldson to play a similar role."

The panel's initial role will be to provide an authoritative view on legal uncertainties. Its judgments will not have the force of law, but Lord Alexander is hopeful that they will carry weight if the issues in question ever come to court.

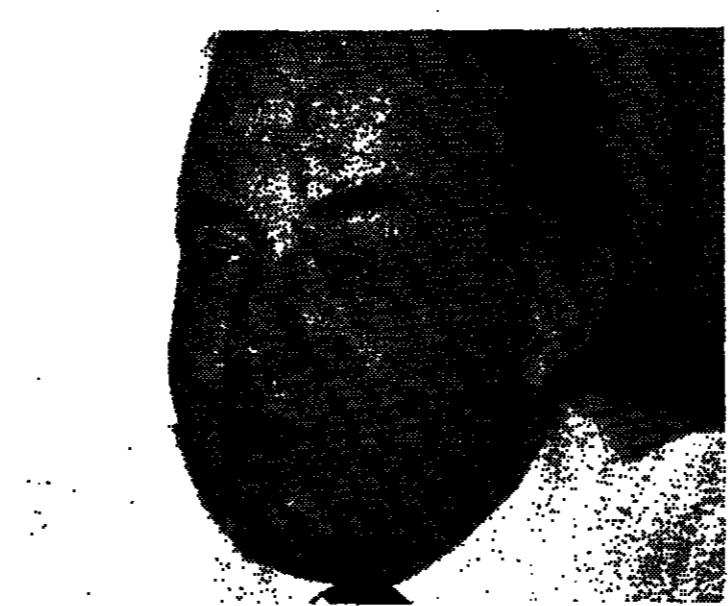
If, for example, a financial firm follows the panel's advice but is subsequently sued, Lord Alexander hopes that the courts will at least decide that the firm was acting in good faith and therefore should not be accused of fraud.

"Lenny [Lord Justice] Hoffmann [a member of the review committee] said he thought the courts would give weight to the panel's decisions," Lord Alexander said.

Lord Alexander hopes eventually the panel will evolve into a body more like the Takeover Panel, giving informal advice to firms about the legality of financial transactions they may be contemplating.

NatWest's merchant banking subsidiary, County NatWest, might, for example, have acted differently when advising Blue Arrow on its 1987 rights issue if it had had access to impartial external advice.

Certainly Lord Donaldson envisages the panel developing along those lines. "I've insisted on professional indemnity cover



Trevor Humphries

Lord Alexander: Financial Law Panel could reduce turmoil

against the risk of being sued for negligent advice," he says.

But he is less convinced that the courts will accept the panel's advice as City custom and practice. The courts will require greater certainty than that, he says, before they will accept something as binding practice.

The incident which led to the creation of the review committee was the 1990 House of Lords swaps ruling. The Law Lords ruled that swaps contracts between banks and

local authorities were invalid because local authorities had never been empowered by government to carry out swaps. The contracts were *ultra vires* — outside their powers. Banks, many of them foreign, were outraged when they were unable to enforce the contracts.

Lord Alexander believes that had the Financial Law Panel been in existence five years ago, the extent of the ensuing financial turmoil could have been reduced.

The panel might have been able

to point out the loophole in the law in time for the government to act. Even if it had refused to give local authorities the power to enter into swaps contracts, the panel might have advised banks to include clauses in their swaps contracts setting out the basis for making restitution in the event of the deals being ruled unenforceable.

"I think those restitution clauses might have stood up," he says.

The swaps case illustrates the two main reasons why a panel may be useful. First, the City has been adept in financial innovation, creating products which the existing legal framework may not recognise; and second, the law itself can be ambiguous.

Is there really a wider legal uncertainty problem? Mr Philip Wood, senior banking partner at City solicitors Allen & Overy, says the City has "vastly over-emphasised the problem".

He points out that in the area of judge-made law, for example, apart from the swaps case the review committee was only able to identify one other recent decision which was causing problems.

That was the 1986 charge card services case where the High Court ruled it was conceptually impossible for a creditor to charge back his debt to the debtor. In spite of considerable debate over whether the decision was correct, it still stands, putting many apparently simple financing arrangements, such as the pledge of a certificate of deposit in favour of the issuing bank, at risk.

Nevertheless, the panel is "not just window dressing", he says. The City is suffering from "terrible regulation fatigue" and the panel has an important role to play in explaining to parliament how the markets work and why the law needs changing. It can also act as a "louderaker" for the City, adding weight to its proposals.

Lord Donaldson was also unsure initially whether a legal uncertainty problem really existed. But a closer examination of the committee's report revealed more than 100 issues raised by City practitioners.

One of the panel's first tasks, he says, will be to sort the problems into categories: those which can

safely be ignored either because they are "silly" or "too narrow in ambit"; those requiring changes in legislation; those where test cases

normally kept.

The Court held that the rule concerning the territory of the member state of which a vehicle bears a

LEGAL BRIEFS



Fraud detection guidelines revive fears

US guidelines for rewarding companies that report internal white-collar crime are causing renewed concern among lawyers.

Lawyers say that, as feared, the Federal Sentencing Guidelines for Organisations are being used as a mechanism for controlling and shaping corporate conduct rather than as a mere sentencing device.

Under the guidelines, one year old this month, fines are reduced if a company detects a crime before any government organisation does, brings it to the authorities' attention and accepts responsibility.

This summer the guidelines were used in settling government claims of fraud against Salomon Inc. Salomon agreed to pay \$250m, and avoided criminal charges, by replacing its top management, sacking the principal culprits, co-operating fully with the government investigation and taking steps to ensure there would be no recurrence.

Solvency mix-up

London solicitors Brecher & Co are calling for clarification of a Companies Act requirement for directors of a holding company to make statutory declarations as to the company's solvency where one of its subsidiaries is proposing to give financial assistance for the acquisition of the holding company's shares.

Brecher says ambiguity in the legislation has resulted in a misdirection on one of the declaration forms. The form directs holding companies to give declarations about the solvency of the subsidiary instead of the holding company.

This could leave directors and auditors open to claims for breach of statutory duty, fines and even criminal sanctions.

Greek state aids law condemned by Court

In the third case to raise the compatibility of Greece's general state aid law with the second European Community company law directive, the European Court has again condemned

directive by December 31 1987 at the latest.

In response to a third question referred to in the present case, the ECJ ruled that the condition imposed did not authorise Greece by way of derogation to maintain in force provisions infringing the second company law directive until the end of 1987.

The Court confirmed that the treaty rules on state aid do not permit the Commission to authorise member states to derogate from treaty rules other than those on state aid.

Case C-194 and C-195/91, *Keropina and others v Greece*, ECJ 6CH, 12 November 1992.

Motor insurance liability clarified

The ECJ has clarified the rules in the European Community motor insurance directives determining of judgments as meaning that an English High Court default judgment may not be recognised for enforcement purposes in Germany, when the writ initiating the pro-

ceedings had not been properly served on the defendant in accordance with German law on civil procedure.

This interpretation applied regardless of whether or not the defendant had knowledge of the judgment and had not used the procedures available to him in his home state.

Case C-173/92, *Fournier v own Werner*, ECJ 6CH, 12 November 1992.

No judgment enforcement without proper service or initiating proceedings

On a reference from the German Bundesgerichtshof, the ECJ has interpreted the Brussels Convention on Jurisdiction and Enforcement of Judgments as meaning that an English High Court default judgment may not be recognised for enforcement purposes in Germany, when the writ initiating the pro-

ceedings had not been properly served on the defendant in accordance with German law on civil procedure.

This interpretation applied regardless of whether or not the defendant had knowledge of the judgment and had not used the procedures available to him in his home state.

Case C-123/91, *Minamet GmbH v Brandeis Limited*, ECJ 4CH, 12 November 1992.

Convention on Origin designations between France and Spain upheld

The ECJ interpreted the Rome Treaty's rules on free movement of goods as permitting geographic designations of confectionery and designations of origin to be protected by a 1973 bilateral convention between France and Spain, provided the protected descriptions and designations did not have a generic character in the country of origin at the time the convention came into force, or since.

Case C-156/91, *Hans Fleisch v Landrat des Kreises Schleswig-Flensburg*, ECJ 2CH, 10 November 1992.

BRITISH COURT CHAMBERS, BRUSSELS

Other cases

In the context of a dispute over German meat health inspection charges, the ECJ held that a Council Decision had direct effect and could be relied on in national proceedings against national authorities responsible for its implementation, once the deadline for implementation had expired.

Case C-156/91, *Hans Fleisch v Landrat des Kreises Schleswig-Flensburg*, ECJ 2CH, 10 November 1992.

BRITISH COURT CHAMBERS, BRUSSELS

Judge Edward

Judge David Edward, the British judge at the European Court, has asked us to make clear that certain statements about cases currently before the Court made in last week's column were comment and not made by him in a speech to the UK Association for European Law in London.

Case C-3/91, *Exportatur SA v LOR*.

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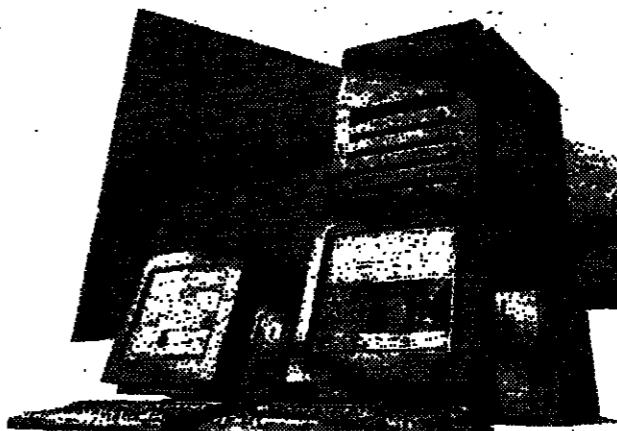
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ARTS

Edvard Munch: a soul exposed

William Packer reviews the exhibition at the National Gallery

"I have always worked best with my paintings around me. I placed them together and felt that some of the pictures related to each other through the subject matter. When they were placed together, a sound went through them right away, and they became quite different from when they were separate - they became a symphony." So wrote Norway's greatest painter Edvard Munch, in explaining how he came to see his work as a unified and cumulative expression of his ideas.

There is of itself nothing unusual in this, save only that Munch's approach to his work was peculiarly and insistently subjective in the meanings and interpretations he loaded onto it. For so directly visual a medium of communication, and so essentially painterly the manner of its employment, so literary a reading of the imagery is remarkable.

Munch came to his conclusion in a general way early in his career, in relation to his work around 1890 that centred upon an unhappy love-affair, and maintained it throughout his life - he died in 1944 at the age of 80. Again, there is nothing unusual in the picture of the artist surrounded by his work, but with Munch the work he seems constantly to have kept by him, even in his old age, was that of his, his early maturity, extending through the 1890s. The concept of "The Frieze of Life" as a more comprehensive cycle of paintings, taking the theme beyond Love and its defeats to Melancholy, Anxiety and finally to Death, seems to have crystallised in his mind somewhat later in the 1890s, and it was under that title that he showed a large retrospective group of these paintings at the Berlin Secession of 1902.

Munch clearly attached the greatest significance to "The Frieze" cycle. Here, if anywhere, he felt, was concentrated the very essence of his art. And it is this essence that has been brought to the National Gallery, in as close as possible a reassembly of that first "Frieze" show of 1902. A hundred years ago almost to the day an earlier show in Berlin was closed down in a storm of controversy and complaint; and Munch has remained if not quite so controversial, at least a difficult artist ever since. If this comparatively

small but spectacular exhibition, beautifully installed, does not persuade you that he was indeed a great artist, nothing will.

The difficulty, if difficulty it is, lies in part with subject-matter that is obviously and intensely personal, but rather more with the manner of its realisation. Munch was a sophisticated and thoroughly professional painter, and here we are given repeated demonstrations of his mastery. The self-portrait of 1895 with which the show begins, the artist's disembodied head and hand, brightly lit from below, emerging from the shadows and wreathed in cigarette-smoke, is one of the great self-portraits of any age. The woman standing before her house, ghost-like in the moonlight, is again one of the great images of his period and worked with manifest sensitivity. The woodcuts throughout are wonders of virtuoso simplicity.

And yet rather more often we confront an image stark in its presentation, raw in its colour, the paint thin, the drawing perfunctory, the figures grotesque. It is not that Munch cannot paint but rather, so intense is his involvement with his image and idea, and so impatient is he to resolve them, that he can hardly be bothered to do so. The mark, the gesture, driven by an intuitive desperation and without further refinement, must stand as they are, the very soul and truth of his creative expression.

"I do not paint what I see", he said, "but what I saw." "Nature... is the inner reflection of the soul." "I felt as a scream was going through nature... I painted... the clouds like real blood. The colours were screaming." And I painted what I remembered without adding anything - without the details I could no longer see... I painted pictures from my childhood..."

Here we confront a great paradox of art, for the artist has only his experience of life and the world from which to work, yet to be so self-centred is to risk limitation and irrelevance.

The danger with Munch is always the too-literal, biographical and psychological reading of his work, his difficulties in love, the deaths in the family, the nervous debility. His vindication and triumph as an artist is that in pursuing so relentlessly his



Part of The Frieze of Life: 'Anxiety', 1894, by Edvard Munch

personal obsessions, he yet allows them a universal relevance, that we may come to in our own way.

The melancholy of rejection and the pain of jealous love were very much his own, in the lonely figure sitting on the rocks at twilight, with the new lovers together at a distance, but the pain is there for us to share, and the truth universal. The kiss of passion is transformed into the bite of the Vampire: the Sphinx shown in the three characters of Woman - virgin, temptress and mother - and no wonder a dejected and puzzled man hides in the shadows.

"The Sick Child", of 1896, was the occasion of yet more scandal when it was first shown. Now, with its companion version, made some ten years later, it hangs at the centre of the show, just as Munch himself acknowledged it to be at the very heart of his work. The death in adolescence of

his sister, Sophie, had deeply affected him. Here, long afterwards, he works through his still-active grief, as it were objectively, to produce a work of magisterial authority and radical simplicity, the surface reworked, as though to conjure the integral image out of the memory. "No painting", he says, "has ever caused such disapproval in Norway. On the opening day... people were crowding in front of it - there was laughter and shouting..." Together with the exquisite lithograph of the child's head, of which there are about a hundred variations, it is gentle and affecting, and as beautiful a painting as any he ever made.

Edvard Munch - The Frieze of Life: The National Gallery, Trafalgar Square WC2, until February 7. Sponsored by Norsk Hydro (USA).

Recital/Richard Fairman

Margaret Price

With the champagne glasses from the gala re-opening night cleared away, the Wigmore Hall is settling back to work. One of the facilities improved during the refurbishment is the radio room and it was good to see the BBC taking Friday's recital for future relay.

This first full recital was awarded to Margaret Price, a gesture well deserved. The Welsh soprano is the leading British exponent of song on the international platform. At her finest, she is a recitalist of exemplary virtue, like an author who writes immaculate prose or an actress who declaims Shakespeare with perfect eloquence. Music and poetry flow together on a silver stream of tone; pure singing of the highest standard.

Unfortunately, this was not one of those best evenings. As can happen to anybody, the singer found herself in less than her easiest voice. The programme opened with Mendelssohn, in which the hoped-for purity of sound refused to appear. To compensate, she gave voice and temperament free rein, resulting in bigger, breathy and rather hearty singing, when these light-footed songs about elves and nightingales really ask to dance on a pin's head.

Only when the focus of the voice came true did the nightingale in Price

sing out. Two Schumann songs, "Der Sandmann" and "Des Sennens Abschied", were especially beautiful, because the voice slumped down to its expressive core. There were good things, too, in her Frank Bridge group, such as the distant calling across the fields in "Mandie of blue"; but the main pleasure here came in discovering what lovely songs these are. Why do we not hear them more often?

In her recent recital appearances Margaret Price has tended to favour German Lieder in her programmes, so the inclusion of the Bridge was a welcome change, as was her rare performance of Britten's song-cycle *The Poet's Echo*.

This was properly impassioned singing. With Graham Johnson providing keenly dramatised accompaniments on the Wigmore's new Bösendorfer piano, she found both the music's cold Russian landscape and its burning inner heart.

For encores, British folksong arrangements (a haunting "Ca' the yowes") and Finzi. Then, to finish, "Oliver Cromwell", a favourite Price encore, in which she promptly got lost and stopped the show, to audience delirium, with a spontaneous expletive. The chances are this was the first time a four-letter word has ever been uttered in the Wigmore Hall; it has duly been christened!

With the Philharmonia on Saturday, the Labèques took a brave step into more "advanced" territory than they usually explore: Luciano Berio's Concerto, first heard in the Festival Hall almost 20 years ago. It is only officially a two-piano concerto, for behind the soloists in the orchestra there is a third piano - here, Michael Round - with a prominent supporting role, often recycling the soloists' music in counterpoint with them.

That extends the role-ambiguities which are built quite deliberately into the score. The soloists are only sometimes principal voices, collaborate directly with each other only part of the time, often accompany other instruments or melt into the orchestral texture - which is mostly *moiré*-silken, in the composer's best and most imitable style. At the right moments the Labèques' personalities surfaced brightly, making Berio's effervescent figurations tingible, but they were scrupulous team-members too.

For all its oddities, this fascinating piece begins to look like keeping a firm place in the repertoire which so badly needs it. Under the conductor Semyon Bychkov, the score sounded expertly prepared. One had doubts only about the two big, power-driven climaxes, where forceful *accordéons* and fierce dynamics made conventional peaks; Berio's way of piling up the disparate voices is subtler, and does not need such underlining.

Before the concerto, Bychkov took the Philharmonia through Stravinsky's comic little Suite no. 2 with much verve, and some dicey ensemble. Later, Tchaikovsky's 6th Symphony got unremarkable treatment - too sectional to support the world-beat symphonic structure, too consistently loud and too barren of thoughtful shading. Our withers were not wrong. Only Michael Collins' clarinet solo glowed tenderly, like good deeds in a rough world.

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Concert/David Murray

The Labèque sisters

The duo-pianist sisters Labèque, Katia and Marielle, are irrepressible musicians, and for some time now they have shown signs of frustration with the two-piano repertoire. There is plenty of good music for two pianos alone, but precious little with orchestra - of the first quality, only Mozart's concerto and the Poulenc one which it partly inspired, and then a long drop down to minor stuff. (Berio's superb Sonata for Two Pianos and Percussion has never made much headway in its orchestral version.)

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Theatre

Angels in America

The final image of *Millennium Approaches*, the first half of Tony Kushner's epic American play, *Angels in America*, sears itself on the memory and piques the imagination: an angel hovers over the sick bed of an AIDS patient, about to speak.

In the 18 months since *Millennium Approaches* was first staged in San Francisco and at London's Royal National Theatre, an enormous amount of attention has been focussed on just what that angel is going to say. Even before Kushner had completed the play's second half, *Perestroika*, *Angels in America* was being hailed as the great hope of the American theatre; the pressure on him must have been enormous, and it is going to take years to remedy.

The two works together push *Millennium*'s near excesses over the edge. Plots that had emblematic significance become convoluted story telling and what was brilliant writing starts to seem like so much show-off: snappy repartee between gay men becomes reductive queeniness and rousing political debate becomes heavy-handed polemising. Flaws in the way characters are drawn start to show - is nurse Belize really anything more than a comic foil? and does Hannah Pitt, Joe's mother, have a purpose other than to add another female presence and to give companionship to Prior, the man who is dying of AIDS?

Kushner is clearly struggling for control of the play, and with his ending concedes defeat. By having Prior address the audience directly about the heartlessness of Reagan-era America.

Millennium approaches strains the seams of its form. Kushner had so much to say and such a need to say it that words, character and plot seemed barely able to contain him. Only through a play this vast could he communicate the depths of his alarm about the AIDS crisis and of his indignation about the heartlessness of Reagan-era America.

Scenes bump into and overlap with other scenes. Imagination and fantasy mingle with harsh fact: a desperate, lonely housewife's summer trip intersects with the feverish hallucinations of a gay man with AIDS. Fictional characters, at once emblematic and individual - a closeted gay, politically conservative Mormon; a self-indulgent gay Jewish leftie - share the stage with historical characters so extreme they seem imagined: Roy Cohn, the homophobic, homosexual ultra-right-wing politician who died of AIDS; and Ethel Rosenberg, whom Cohn helped condemn to death for treason.

Millennium Approaches is almost too long, its language

with his message.

Directors Oskar Eustis, who has been closely involved with *Angels in America* since he commissioned it for San Francisco's Eureka Theatre over five years ago, and Tony Taccone have put together a serviceable but unextraordinary production in which everything seems to be happening at 75 per cent of its possible intensity. The music could be more exciting; characters on stage are under-used when they are not the focus of the action; John Conklin's set could be more visually interesting; and the technical tricks could be faster and louder.

The performances are, with one exception, spot on. Ron Leibman's Roy Cohn is scarily good - all spluttering, bellowing gusto. Others stand out include K. Todd Freeman, whose Belize raises the withering glare to high art; Joe Mantello, finding what is loveable and loathsome about Louis and Stephen Spinella, who make Prior's struggle with AIDS moving but never maudlin. Cynthia Nixon is the valium-addicted Mormon housewife; Harper, the only weak link; her laboured, mannered speech pattern makes her monologues seem over-written.

The best news about the Los Angeles *Angels in America* is that it is not finished yet. Kushner is reportedly not happy with the production and there will be major changes before it transfers to the New York Shakespeare Festival's off-Broadway Public Theatre in February.

Karen Fricker



Stephen Spinella and Joe Mantello in 'Perestroika'

The Duchess of Malfi

John Webster (c1580-c1630) collaborated with many of his Jacobean contemporaries, but wrote best alone, producing dense, atmospheric dramas.

The Court Theatre Company's ambitious *The Duchess of Malfi* at the New End Theatre, Hampstead suits this small space. The production is thorough and intimate, but has yet to find the energy and the atmosphere essential for good Webster.

The Duchess (1614) rivals *The White Devil* as Webster's most powerful play, a tragedy of deadly desire ending in an orgy of carnage. The widowed Duchess is languidly sexy, seducing her steward with "What think you of marriage?" But Webster can be witty; a servant says to the Duchess' husband, "Wherefore still with you lie with my lady do you rise so early?"

The acting, fresh and honest, needs to be less timid and more forceful. Louise Salter as the Duchess is languidly sexy, seducing her steward with "What think you of marriage?" Opposite her, Nigel Daly as Bosola, to report on her. She and her husband flee; she is captured, mentally tortured and - with two of her children - strangled by Bosola. He in turn is killed by the duke, but

not before stabbing Antonio and the Cardinal.

T. Eliot was being flatly obvious when he found Webster much possessed by death. Webster throws long, deep shadows across the action. The sinuous verse closes scenes down: "Cover her face. Mine eyes dazzle. She died young." But Webster can be witty; a servant says to the Duchess' husband, "Wherefore still with you lie with my lady do you rise so early?"

This company is the professional wing of the Court Theatre Training Company, and offers the chance to see new acting talent and work in progress. This production represents its strengths and weaknesses. Despite a fresh, buoyant approach, the play is delivered as a collection of encounters rather than a dramatic whole. The characters have no more behind them, as Webster says, "than one that falls in the frost: the sun melts both form and matter."

Andrew St George

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Tuesday November 17 1992

Wise words on Germany

GERMANY'S FIVE wise men make a good case for independent economic advice with their latest economic report. They also demonstrate why governments that are not required to commission independent advice are loath to do so. For the economic advisers have no need to pull their punches. The west German economy faces the prospect of a recession next year, they say, unless the federal and *Landes* governments act to control public-sector wages and subsidies. If the German government fails to act, the populations and governments of both Germany and Europe will know who to blame.

German monetary policy will determine the prospects for economic growth in west Germany and western Europe next year. The wise men's forecast of zero growth in west Germany in 1993 assumes that west German economic growth will be half a per cent by the second half of the year. But the recovery is dependent on lower German interest rates well before then.

Yet the wise men neither blame the Bundesbank for Germany's current problems nor urge rate cuts now. The Bundesbank is tapped on the knuckles for the manner in which it raised interest rates in July only to drop them again in September. But it is the federal and *Landes* governments that are lashed by the wise men's collective tongue. It is their failure to outline a credible strategy for bringing the budget deficit under control and the lack of leadership on wages which are responsible for keeping interest rates high.

Unfortunately for the central bank, high interest rates and a strong exchange rate have limited direct effects on Germany's current inflationary pressures. These policies are certainly squeezing inflation in the internationally exposed sectors of the economy: industrial output fell in September by 2 per cent, while wholesale prices actually fell in October. Yet domestic wage pressures and the cumulative effects of loose fiscal policy mean that service sector inflation is still running at above 5% per cent a year.

Inflation concern

It is the Bundesbank's job to worry first and foremost about inflation, not growth and employment. It can only ease policy when there are clear signs that these

A rail link for Heathrow

THE GOVERNMENT cannot afford to give Britons all the transport they want. Last week, ministers announced their intention to enlist private sector support for the task. Days later, an ugly row over the funding of an express rail link between central London and Heathrow airport risks mocking the notion that public and private sectors are capable of working together successfully.

At £300m, the Heathrow Express project is relatively cheap for what it does. Fast, non-stop trains would travel along a new 4-mile spur linking the airport with British Rail's main line, then along existing tracks for the remaining 12-mile stretch into London Paddington. Journey times of an hour by road or London Underground would be cut to just 16 minutes.

BAA, Heathrow's private sector owner, says state-owned British Rail is undermining the viability of the project by asking too high a price for the use of its tracks. British Rail counters that Heathrow Express would take up 48 per cent of its main line capacity, and BAA can hardly expect to get that for nothing. BAA retorts that it is surely worth keeping the track charge low if that means giving the country a significant piece of privately funded infrastructure that it would not otherwise have. Nonsense, says BAA if BAA wants the line subsidised, let it subsidise itself. For whom, after all, is it being built?

Tough negotiating

It would be wrong to make too much of this row. There may yet be a solution: tough negotiating positions are an everyday feature of commercial life and it is, perhaps, reassuring to see BR adopting one in defence of taxpayers' funds. But in the wake of two other unsuccessful attempts by private companies to embark on the operation of rail services - Virgin on the passenger side and Charterail on the freight - an eventual collapse of the Heathrow Express project would sugar badly for rail privatisation.

At the heart of the issue is whether private train operators can hope to make a commercial return if they are paying a full commercial price for the use of

service sector inflationary pressures are abating. But white collar civil servants have already made a wage claim for an increase of 5% per cent next year, while their blue collar colleagues are unlikely to make a lower wage bid. Yet a German inflation rate below 2 per cent requires wage settlements of no more than 4 per cent.

Not have the federal and *Landes* governments come up with credible and substantial proposals to tighten fiscal policy and so take some of the strain off monetary policy. Indeed, the wise men point out that the projected path for general government borrowing over the next few years is based on wholly unrealistic assumptions about the rate of growth of nominal gross domestic product. The federal government expects government borrowing to halve from DM120bn last year to DM60bn in 1996. But the wise men expect borrowing to rise to DM136bn.

Industrial recession

For now, there can be little doubt a medium-term objective of price stability requires the Bundesbank to keep policy tight. The Bundesbank may well wait at least until the public sector wage negotiations are underway before deciding to cut the discount rate. Yet the longer the Bundesbank delays before cutting interest rates, the greater the chance that the industrial recession, of which yesterday's profit warning from Daimler-Benz provides further evidence, will spread to the whole economy. Sadly a recession is the only, albeit blunt, tool the Bundesbank has available to achieve its anti-inflationary objectives.

The German government does have the power to make the Bundesbank's job easier. A credible plan to reduce the fiscal deficit over the next four years, detailing cuts in spending and subsidy now and tax increases when the economy recovers, would make it much easier to ease monetary policy. Meanwhile, Chancellor Kohl's solidarity talks must deliver a firm commitment to wage restraint from both the public and private sector unions.

If the government fails to act, then Germany will continue to suffer from deepening stagflation. Mr Kohl's European partners desperately need him to show leadership. Without it, Europe's economic prospects are going to look increasingly bleak.

For the next few months, Mr Takafumi Sato's office at the Japanese Ministry of Finance will be the engine room of the flagging Japanese economy.

Mr Sato, director of research in the ministry's budget bureau, devised the Y10,700bn (554bn) emergency spending package announced in August. His office is now drawing up next year's budget, which will be crucial to Japan's attempts to avoid recession.

With investment falling and consumption stagnant, public spending is the only domestic source of growth. So the responses of Japanese politicians who control public spending will be more important in the next few months than those of its industrialists. But with the economy poised on the edge of a recession, the country's political leadership is consumed by a destabilising power struggle in the wake of the Tokyo Sagawa Kyuban scandal in which senior politicians were accused of taking bribes from a trucking company.

Mr Sato's August package of measures to support the stock market and increase investment in public works was greeted with euphoria. The decisiveness of the government's kick-start, equivalent to about 2.3 per cent of gross national product, seemed to set Japan apart from the US and UK where policymakers have floundered in their attempts to stimulate the economy.

But recently high spirits have begun to wear off. Over the next six months, it will be touch and go whether Japan falls into recession. The core of the current downturn is not a sharp blow to the international competitiveness of Japanese manufacturing, but a deep-rooted malaise within its financial system.

As a result, the responses which have guided Japan through previous downturns - principally Japanese industry's ability to improve its export competitiveness - will not be enough this time.

Nevertheless, most Tokyo economists, financiers and politicians believe that the economy will recover to grow by 3.5 per cent next year. They point to a pick-up in housing starts as evidence that the property market is recovering. They believe industry will soon be able to reduce its inventories of unsold cars, air conditioners and video equipment to acceptable levels. Production should recover soon, they predict, with investment following in its wake.

They also argue that the August spending package had an important psychological impact: it was a sign that the government was committed to do whatever was necessary to prevent recession, including delivering further boosts from public spending if necessary.

The Japanese economy's capacity to recover, even after sustaining great damage, should not be underestimated. It emerged strongly from the recession caused by the international oil price rises of the 1970s and the surge in the value of the yen in the mid-1980s, which threatened to undermine the export competitiveness of much of Japanese industry.

But that time the threat is different in several crucial respects. As a result, the confident Tokyo consensus is likely to prove ill-founded.

The cause of the current contraction is the sharp rise and, since 1989, the steep fall of asset prices. The effect has been to undermine the financial system and the resources available to industry. As Mr Ogata puts it: "In the past the threats were like a broken leg - sharp, painful but specific - and it was clear what was needed to mend

them. This downturn is more like a virus affecting the blood system much more complex and pervasive."

The distinctive nature of the downturn means that different people and institutions are in the front line. Japan's response in the past was based on close co-operation between the powerful Ministry of International Trade and Industry and large manufacturers. This time the government response will be led by the Ministry of Finance and the Bank of Japan working with the financial sector.

Japan's banks have been weakened by non-performing loans which, for the top 21 banks, rose by 54 per cent to Y12,300bn in the six months to September. The most pessimistic forecasts circulating in the banking industry suggest perhaps as much as Y60,000bn of the industry's Y430,000bn of outstanding loans may turn out to be non-performing.

The central problem is that the fall in asset prices has eroded the banks' capital base and reduced the collateral for outstanding loans. The stagnant property market makes it difficult to establish the real price of property and thus the true extent of the losses the banks face.

So much of the banks' resources will be devoted to clearing up this mess that bank lending could be kept at a very low level for the next

few years. Bank lending grew by only 0.7 per cent in the six months to September, depriving business of the funds needed for recovery.

Demand for funds is also weak.

Industrial investment is unlikely to fuel renewed growth. In the late 1980s Japanese manufacturers expanded capacity, encouraged by the low cost of capital and strong domestic economic growth. Japan's regions have several gleaming new car and semiconductor plants which are lying virtually idle.

Investments of unsold products

are rising at an annual rate of 20 per cent despite cuts in industrial production, which fall by 7.5 per cent in August on the year before. According to Mr Noboru Hatakeyama, Miti vice-minister, it will take another two years for these inventories to reach sustainable levels.

This excess capacity means there will be little need for renewed investment. A recent survey by the Industrial Bank of Japan of more than 3,500 of its corporate customers predicted that an 11.5 per cent cut in manufacturing investment this year will be followed by a 13 per cent drop next year.

Consumption, which represents 55 per cent of gross national product, will not deliver the solution.

Despite low unemployment, real incomes are likely to grow negligibly over the next year as employees

find their overtime, bonus payments and wage increases cut sharply as employers trim costs. Consumption is likely to remain flat for perhaps another year.

The weakness of the private sector means the public sector must take the strain if the economy is to recover. On the face of it, the government is well placed to respond.

Public finances - the central, local and social security budgets combined - have been in surplus since 1987. According to figures from the Organisation for Economic Co-operation and Development, outstanding government debt, less government assets, has fallen from 26 per cent of GNP in 1985 to 7.5 per cent in 1991. On paper there seems plenty of scope for tax cuts or higher spending in next year's budget. In addition the government can use the funds of the Y128,000bn postal savings system, which is run by the Ministry of Post and Telecommunications, for investment.

However, a fiscal remedy is not that simple. Japanese fiscal policy is becoming an intense civil war between bureaucrats and politicians. It is not just the fate of the August spending package that is in the balance. The question now is whether there will be an additional budget in 1993 and possibly 1994 and, if so, how large it should be and how it should be financed.

As next year's budget is debated, Japan's bureaucracy, renowned for

inconveniences, will soon display its even greater capacity for infighting.

Ministry of Finance officials talk

as if public finances are under assault from politicians, industrialists and bankers seeking hand-outs.

They insist the budget surplus is to

fund pensions for Japan's ageing population.

They believe government borrowing rose to unsustainable levels in the 1970s, pushing up interest payments on government debt as the country was recovering from the oil shocks. They are determined not to let borrowing get out of control again. The finance ministry insists that any income tax cut would have to be financed by an offsetting increase in consumption taxes, which would be politically unpopular.

The Finance Ministry's opposition to tax cuts could complicate monetary policy. This is because the Bank of Japan has made it clear that, after six reductions in interest rates in the past 16 months, it believes a further relaxation in monetary policy should only follow a decision to loosen fiscal policy.

The Ministry of Post and Telecommunications is fighting plans to use its funds to prop up the stock market. Meanwhile, manufacturing industry, working through Miti, is opposed to the banks being given public funds to clear their bad debts without industry being helped too.

The intensity of bureaucratic infighting is usually overcome by policy-makers' capacity for striking pragmatic compromises. But that may not be enough to break this logjam. Two ingredients are lacking.

The first is the threat of a serious financial crisis at a large bank, which might swing public opinion behind government support for the banks. The second is the political leadership to wield authority over the fractious bureaucrats and interest groups.

Recent decisive shifts in economic policy, such as the introduction of a 3 per cent consumption tax in 1989, were only possible because the Takashita faction, the dominant group in the ruling Liberal Democratic party, was united behind the move.

The finance ministry had wanted to delay the emergency spending package until later this autumn.

But it was given a political instruction from the top of the LDP to bring it forward. That order almost certainly came from Mr Shin Kanemaru, the former head of the Takashita faction, who resigned last month over his involvement in the bribery scandal.

With Mr Kanemaru's departure,

the administration lacks a member with enough authority to forge a consensus. Indeed, agreement may now be even harder to achieve because the power struggle to succeed Mr Kanemaru has pitted Mr Tsutomu Hata, the finance minister, against Mr Ryutaro Hashimoto, his ambitious predecessor who remains a senior figure within the ruling party.

Many western analysts believe

Japan's economic success rests

upon the strength of the triangular relationship between business, bureaucrats and politicians working in concert. The current downturn is so threatening because it is prompting new tensions in these relationships at a time when the political authority to maintain order has been undermined. Unless Japan's political leadership can reassess its authority quickly, there will be an increasing risk that the Japanese economy will fall into a prolonged decline.

Joe Rogaly

The price of darkness



The machinery of British government runs efficiently when it is working in the dark with the blinds drawn and the lights switched off. Decisions made by torchlight under the blanket are either executed in secret or, this being a democracy, put to parliament for its formal approval.

This system runs smoothly when none of its parts is dented or, worse, exposed. It goes awry when the House is not properly disciplined, or when a corner of the blacked-out cave that is Whitehall is illuminated, or when the cabinet - which theoretically controls it all - is brought into dispute. It is for these three reasons that we are enduring a period of dismantling.

The House of Commons is unpredictable, a little light has found its way into some of the departments, and the prime minister and his colleagues have lost their authority.

Take the Commons first. Last

Thursday's statement of economic policy was well received by the Conservatives, or all but a handful of them.

The irreconcilable Thatcherites were for once subdued. There seemed reason to hope that the normal course of British parliamentary business might be resumed - that from now on ministers would propose and all Tory MPs would vote in the Conservative lobby. This is still possible, but the greater likelihood is that there will be further nerve-wracking rebellions, perhaps during the prolonged passage of the bill to ratify the Maastricht treaty, or possibly when the time comes to vote on the financing of the new council tax.

Consider next the fresh insight we now have into the way civil servants and ministers behave. This is

derived from the documents in the Matrix Churchill case. The papers are being deployed with his customary skill by Labour's Mr Robin Cook, who is "releasing" them to their targets, at the TV news headlines. He left off a few more last night. This has unmasked the administration and the prime minister. It has deflected attention from the Autumn Statement, which was supposed to be the foundation of the government's recovery. Mr John Major's latest speech on the economy, delivered last night, will have to share the available headline space with Mr Cook's misives.

That, however, is not the principal reason why the Matrix Churchill case is so damaging. Four ministers plus the attorney-general stand accused of trying to keep information from a court, when the probability was that the result would be the imprisonment of three innocent men. The ministers' reply is that all they were asked to do was confirm that the relevant papers fell within the categories of secrecy deemed by long-standing rules to warrant a public interest immunity from disclosure. None of them was individually aware of the full case for the prosecution or any of the case for the defence. So it was up to the judge to overrule their findings, which, as we know, he did.

Let us assume that the official inquiry, the terms of reference of which were sensibly broadened by Mr Major yesterday, vindicates this argument. The villain is then seen to be the system of secrecy. Public

interest immunity is not essentially a matter of law. It is an administrative convenience. Ministers and officials determine what is and is not a secret. We can easily imagine the detachment, the objectivity, the balanced judgment with which they exercise their prerogative of "sticking to the rules". There is therefore no need to impart malign motives to the ministers concerned. The apparatus is itself malign.

This is of greater significance than the matter of whether or not it was right to arm Iraq when the government was saying that its policy was not to send lethal weapons to either Iraq or Iran. I suspect that the average voter (although strangely not the House of Commons) is fairly cynical about political lies. Taking a risk that innocent parties might be jailed is more directly offensive to public sensibility. That risk is inherent in the secretive method of government.

We are left with the question of Mr Major's authority, which he began to lose on September 16 when Britain left the exchange rate mechanism and the magic attached to his name vanished. A prime minister who had enjoyed unprecedented popularity for nearly two years suddenly became the butt of the nation's jokes. The pent-up frustration over the recession came to a head. The weakness inherent in an overall majority of 21 was revealed, the more cruelly so since the disaffected Tory faction large enough to topple the government by voting with the opposition.

No one expects a quick end to this long-running farce. To say that "it all depends on the economy" is a convenient cover for the more desperate phrase, "it is going to take a helluva long time". There lies the rub. The turnaround will come in the end. It always does. But it would be imprudent to expect it before the government's reputation is irretrievably damaged.

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Trouble
for the

FINANCIAL TIMES

Tuesday November 17 1992

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Fears of a 'jacquerie' by farmers hamstring French government

History lesson tempers attitude to a Gatt deal

By David Buchan in Paris

A *jacquerie* is what the French government fears would be the result of a Gatt farm trade deal on American terms.

The term has nothing to do with Mr Jacques Delors, the European Commission president. He, so far, is considered in Paris to have done his best to hold the line against any reduction in farm output beyond this summer's reform of the Common Agricultural Policy. It refers, after the first *jacquerie* or revolt by peasants (dubbed *les jacques*) in the 14th century, to the historic tendency of French farmers to show their discontent in very public ways.

They may not burn down chalets these days, but are highly effective in leaving their tractors across road and rail lines and disrupting traffic, as they showed for several weeks after EC farm ministers agreed severe price cuts and set-aside requirements.

After surviving a censure motion in parliament by just three votes, the government

introduced a national aid package to appease the farmers. This gave a reduction in tax on farming land, tax incentives for producers of crop-based fuels, and debt relief on the heavy investment which French farmers have made in recent years to intensify their production.

If there is one element of consensus between France's fractious political parties, it is that the country cannot go beyond the CAP reforms to which it has already agreed. Every French political party draws, or claims to draw, support from rural areas.

With its poor opinion poll showing, and its secretary-general about to be impeached in parliament over the AIDS-blood case, the ruling Socialist party has enough problems in the run-up to next March's legislative elections without provoking another *jacquerie* by concessions in the General Agreement on Tariffs and Trade.

Indeed, its survival until March depends, to a large extent, on keeping in with the Communists who voted against it over CAP

reform in the summer.

Nor is there any reason to believe that, in the likely event they win the March election, the centre-right parties forming France's next government will want to be any more conciliatory on the Gatt issue. The neo-Gaullist RPR party is especially strong in the "monde rural".

So widespread is the sympathy for farmers that even industrial groups with everything to gain from an overall Gatt deal dare not be seen to criticise France's farmers.

A senior member of the Patronat employers federation admitted last week that his association had "a little problem of expression" in trying to word even the most anodyne of statements on the Gatt.

But President Mitterrand's France is not that of General de Gaulle, who in 1965-66 boycotted the Community in a row largely over EC agriculture. Indeed, Mr Mitterrand last week acknowledged that he would be very worried if France were to be isolated in the EC.

Political roots run deeply through rural areas

By William Dawkins in Paris

THE existence of powerful agriculture lobbies in France does not fully explain why the government is so sensitive to farmers' demands.

The make-up of the population does. Just over 6 per cent of the French civil workforce are farmers, nearly three times the proportion in the UK and double that in the US, according to Insee, the state statistics agency. About a fifth of the population makes a direct and indirect living from farming.

All mainstream political parties thus have rural roots, or are at least in touch with a provincial audience, because any politician with national ambitions traditionally needs to nurture a local powerhouse to maintain prestige. Accordingly, national politicians, both right and left, tend to hold local jobs as mayors or regional councillors on top of their national mandates.

Examples include Mr Pierre Bérégovoy, the prime minister, also known as mayor of Nevers, or Jean-Pierre Soisson, the agriculture minister, who continues to be mayor of Auxerre in his spare time.

Among the formal lobbies, the group that counts is the Fédération Nationale des Syndicats d'Exploitants Agricoles, which counts 600,000 of France's nearly 1m farmers as members.

Officially, the FNSEA is apolitical, but it tends to reflect conservative views, if only because of the right's traditional strength in the French provinces where conservative parties control 75 out of 96 departments.

One of the FNSEA's former presidents is Mr François Guillaume, agriculture minister in the 1986-88 Gaullist government.

The FNSEA, dominated by the prosperous cereal farmers of the Brie and Beauce in the Paris basin, grudgingly accepts Common Agricultural Policy reforms and so has concentrated on negotiating compensation terms.

However, it cannot accept any production cuts that go beyond the EC reforms, which explains the FNSEA's tough stance on Gatt and the oilseeds row.

Another lobby group that counts, in vociferousness though not in numbers, is Coordination Rurale, an extreme splinter organisation that broke away from the main farm unions late last year in protest against their moderate stance on EC farm policy reform.

The CR has only 10,000 paid-up members, but proved itself last summer adept at organising all kinds of sabotage, from blocking motorways and rail lines to spraying manure at government ministers' cars. Typically, it represents fruit, vegetable and livestock smallholders in the south-west, less worried about the Gatt talks than are the big industrial farms of the north. So far, *racisme*.

The CR has not taken to the barricades.

However, different interests, France's farm lobbies are driven by the same fear of the gradual death of the countryside. Between 1983 and 1990, the farm population fell by 500,000, mainly due to the retirement of smallholders unable to find a successor.

More prosperous neighbours snapped up the land they left, so that the average size of farm rose from 23.4 hectares to 28 hectares over the same eight-year period.

In theory, this means France should benefit from EC farm policy reforms because they favour the most efficient producers.

But the social problem of a declining farm workforce remains. Insee believes that the number of French farmers will fall by another 30 per cent to 700,000 by the end of the decade, irrespective of the impact of the EC reforms and the outcome of the Gatt talks.

No French government will want to be held responsible for worsening the damage.



Chris Patten (left), governor of Hong Kong, and Douglas Hurd, UK foreign secretary, after meeting in London yesterday. In Beijing, Mr Patten was attacked by China and accused of challenging Chinese sovereignty and of seeking to perpetuate the division of the Chinese people

Report, Page 4

Murderer

Continued from Page 1

ruption scandals and resignations of senior officials.

Judge Goldstone stopped short of declaring that the evidence proved the existence of an orchestrated campaign to undermine the ANC and foment violence, but he conceded that the documents provided "some evidence" of such activity.

Yesterday's revelations clearly suggest a deliberate strategy at senior levels of government to destabilise opposition groups such as the ANC. They cast serious doubts on Mr de Klerk's frequent protestations - repeated yesterday in a BBC interview - that the government is innocent of any involvement in violence.

The documents seized by the Goldstone commission, on the contrary, show that the army's top intelligence officer, General Rudolf Badenhorst, had employed a convicted double murderer, Mr Ferdi Barnard, to "compromise" ANC guerrillas by involving them in crime.

"For that purpose use would be made inter alia of prostitutes, homosexuals, shebeens (illegal bar) owners and drug dealers," the inquiry statement said.

Documents revealing the operation were seized when the commission, aided by the police, raided an operations unit of military intelligence.

Yesterday's evidence will increase pressure on Mr de Klerk the president to clear out top levels of the security forces before progress can be made on the successful installation of an interim government.

Italian sell-off plan wins IMF approval

By Robert Graham in Rome

THE credibility of the Italian government will hinge on the speed, transparency and depoliticisation of privatisation, according to the preliminary conclusions of the International Monetary Fund's annual mission.

The report, handed over yesterday, was released by Giuliano Amato's government to bolster its hand in what promises to be a major confrontation in parliament over privatisation.

The government's programme, proposing a radical reduction in the state's two-thirds control of the banking system and the eventual winding up of IRI, the largest state holding company, was delivered without a major confrontation in parliament.

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riations and procedures and the effective depoliticisation of the process".

The seriousness of the government will be judged by its willingness to take unpopular decisions, including the liquidation of companies, the report adds.

The IMF says pointedly: "Italy is now paying the price not only of past excessive borrowing but also of repeated failures to live up to its promises... this government appears to be prepared to make a break with the past and, if action is sustained, it will be rewarded."

Fears over the liquidation of companies and the loss of jobs in the privatisation process yesterday provoked a warning from the three main trade union confederations.

A spokesman said the unions accepted privatisation as inevitable, but there was the risk of creating "disastrous" unemployment without a clear industrial strategy.

Union officials said 150,000 jobs were at risk, while entire regions like Sardinia were dependent upon the public sector for employment.

In contrast, Confindustria, the industrialists' confederation, warmly endorsed the privatisation programme while insisting the scope could still be much broader.

On the Milan stock exchange, the index rose by more than 2 per cent with sentiment encouraged by privatisation prospects.

Success will depend "upon the speed with which privatisation is begun, the transparency of critique

World Weather	Temperature	Wind	Clouds	Rain	Snow
Bogotá	10 °C	20 °F	Cloudy	Wind	None
Buenos Aires	10 °C	40 °F	Cloudy	Wind	None
Calais	10 °C	40 °F	Cloudy	Wind	None
Amsterdam	10 °C	40 °F	Cloudy	Wind	None
Athens	10 °C	40 °F	Cloudy	Wind	None
Baku	10 °C	40 °F	Cloudy	Wind	None
Barcelona	10 °C	40 °F	Cloudy	Wind	None
Beijing	7 °C	45 °F	Cloudy	Wind	None
Berlin	10 °C	40 °F	Cloudy	Wind	None
Bogotá	10 °C	40 °F	Cloudy	Wind	None
Baku	10 °C	40 °F	Cloudy	Wind	None
Berlin	10 °C	40 °F	Cloudy	Wind	None
Buenos Aires	10 °C	40 °F	Cloudy	Wind	None
Calais	10 °C	40 °F	Cloudy	Wind	None
Amsterdam	10 °C	40 °F	Cloudy	Wind	None
Athens	10 °C	40 °F	Cloudy	Wind	None
Baku	10 °C	40 °F	Cloudy	Wind	None
Barcelona	10 °C	40 °F	Cloudy	Wind	None
Beijing	7 °C	45 °F	Cloudy	Wind	None
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Bogotá	10 °C	40 °F	Cloudy	Wind	None
Baku	10 °C	40 °F	Cloudy	Wind	None
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Berlin	10 °C	40 °F	Cloudy	Wind	None
Bogotá	10 °C	40 °F	Cloudy	Wind	None
Baku	10 °C	40 °F	Cloudy	Wind	None
Berlin	10 °C	40 °F	Cloudy	Wind	None
Buenos Aires	10 °C	40 °F	Cloudy	Wind	None
Calais	10 °C	40 °F	Cloudy</td		

Fierce dogfight rages over
the North Atlantic
Page 3

FINANCIAL TIMES SURVEY

BUSINESS TRAVEL

Tuesday November 17 1992

SECTION III

Travel has become less fun and less safe and, as companies seek to cut costs, it is less comfortable too, says Michael Skapinker. Nevertheless, despite advances in technology, there is still a need to meet customers face-to-face.

The going gets harder

TO MANY who only step on to an aircraft to fly to their two weeks in the sun, the life of the business traveller must seem enticing: first class seats, luxury hotels, and a different city every week.

Those who spend lonely nights in identical hotel rooms crunching peanuts from the minibar and watching inferior television in languages they do not understand know that the reality is different. The excitement of new cities, taxis and people certainly exists, but there is little time for sightseeing and the novelty soon wears off.

For many, business travel is not fun – and is probably now less fun than it was. The collapse of communism in eastern Europe has taken travellers to cities they have never visited before, some of them beautiful. But the infrastructure needed to support business travel is often not there.

Throughout the world, travel is now less safe than it was. There are not many cities in which travellers can confidently set out for a night-time stroll. For women travellers, the confinement to hotels is all the greater. One travelling woman executive said she had been attacked twice in recent years, once in Rome and once in Paris. In the Paris attack, the assailant was a policeman, ostensibly breaking up a demonstration.



First class service: airlines are offering better facilities on the ground and in the air to woo corporate customers (Picture: United Airlines)

Above all, in these difficult economic times, many travel in less comfort than they used to. The recession has resulted in companies looking at how much they spend on foreign travel and whether savings can be made. They can, and business travellers are living with the results.

"If you asked companies five years ago how much they were spending on travel they would look at you blankly. Now they can tell you, not quite to the last dollar, but almost," says Mr Anthony Keeler, chief executive of Business Travel International, an alliance of travel groups including Hogg Robinson of the UK and Knoni of Switzerland.

Before the recession, flying first or business class and staying in luxury hotels were seen as perks of the job. Mr Keeler says: "When times are good and staff are in short supply, companies offer the sort of package that will attract people. It is different when times are tough and there are a lot of people out there looking for work."

"The travel authorisation process has become much tougher. In years gone by, it was easier to get a first-class ticket to Tokyo than get a new chair for your office. You have no control over the chair, or the desk, or the carpet that you have in your office. In this hard world, travel is now no

different. One customer said to me: 'I don't want to spend a penny on travel – let's start from there.' Travel is a cost and, like any cost, it can be controlled."

A recent survey by Mori for Wagons-lits Travel found that nearly half of the 400 senior executives and secretaries surveyed said their companies were instructing travellers to use cheaper hotels and flights.

Mr Richard Lovell, Wagons-lits Travel managing director, says: "While there is belt-tightening and budgets seem to be reduced, travellers are learning to build business from the back of the aircraft."

Nearly 40 per cent of staff responsible for booking trips

say their companies are sanctioning fewer business trips. About 30 per cent, however, say there has been no change in the number of trips taken.

Cost-cutting has resulted in some trips being shorter. To save money, however, some are staying away for longer, fitting more cities and appointments into each trip. Mr David Miller, director of Midland Securities Services, a division of Midland Bank, says he keeps his trips to the continent short. If he is travelling to New York, on the other hand, it seems a waste not to schedule meetings in Boston and other North American cities at the same time.

Mr Keeler believes that to

compensate for the hardships, business travellers are receiving better service everywhere from hotel and airline staff who need to compete more keenly for customers. "There's a lot better understanding of where their money is coming from," he says.

Not all travellers agree. A senior London-based executive at Salomon Brothers says: "The only place that works properly is the Far East, Japan, Singapore, Hong Kong, and I would even include Australia, are in a class of their own."

"Eastern Europe is at the other end of the scale. So is Latin America. Western Europe is not as good as the Far East in overall service, efficiency and design of hotel rooms. The airlines in Europe are better than the hotels – I'm a big fan of British Airways."

"I find America worse than Europe. In many hotels in New York and Washington you don't even get minibars. And unless you come out with a serious tip on the first day you don't get good service."

She adds that hotel rooms outside the Far East are still not designed for women travellers. "There's a shaving socket, but there's nowhere to plug in your hair dryer. You find me a woman who uses the hotel hair dryer – they don't. There's nowhere to plug in a contact lens boiler either. In the Far

East you find facilities like that."

In a Tokyo hotel she told the management that she needed a hairdresser before her appointments started and not later in the day. The hotel opened its salon in the early morning.

Despite the drive to cut costs, few business travellers believe that the fax machine, telephone or video conferencing facilities have proved adequate replacements for travel. It is still necessary to meet customers face-to-face.

Mr Miller said, however, that he had noticed an increased tendency to plan trips properly in advance. "Our own sales team used to make trips that involved cold-calling. We're now making sure that more of the earlier work is done over the phone and by correspondence. Now, flying out to visit someone is something you do further down the line rather than as a first step. There's much more planning and much more asking 'what do I want to achieve from this trip?'"

Arriving at face-to-face meetings with more advance information about a customer's requirements has proved beneficial, he says, which raises the question of how many of the changes in business travel over the past two years will turn out to be permanent.

The Wagons-lits survey found that about 30 per cent of companies do not expect to increase their business travel in the next two to three years. Of those who did, 30 per cent expected to be doing more travelling to the US, 29 per cent to the Far East, 24 per cent to France, 22 per cent to Germany and 19 per cent to eastern Europe.

Mr Bill Kirkwood, sales and marketing director of Thomas Cook Travel Management, argues that now that companies have discovered they can drive down travel costs, they are unlikely to return to the easy-going days of the past, even when the recession is over.

Mr Miller has his doubts. "When the good days come again, it wouldn't surprise me if cost controls were relaxed, human nature being what it is."

IN THIS SURVEY

Fight to keep market share

■ More services on offer from global carriers Page 2 and 3

■ A tale of four cities - Hong Kong, New York, Paris and Tokyo Page 4

■ Mind your manners in Europe; Workhorses of the industry Page 5

■ BR is on track for better service; Travel perks may be on the way out Page 6

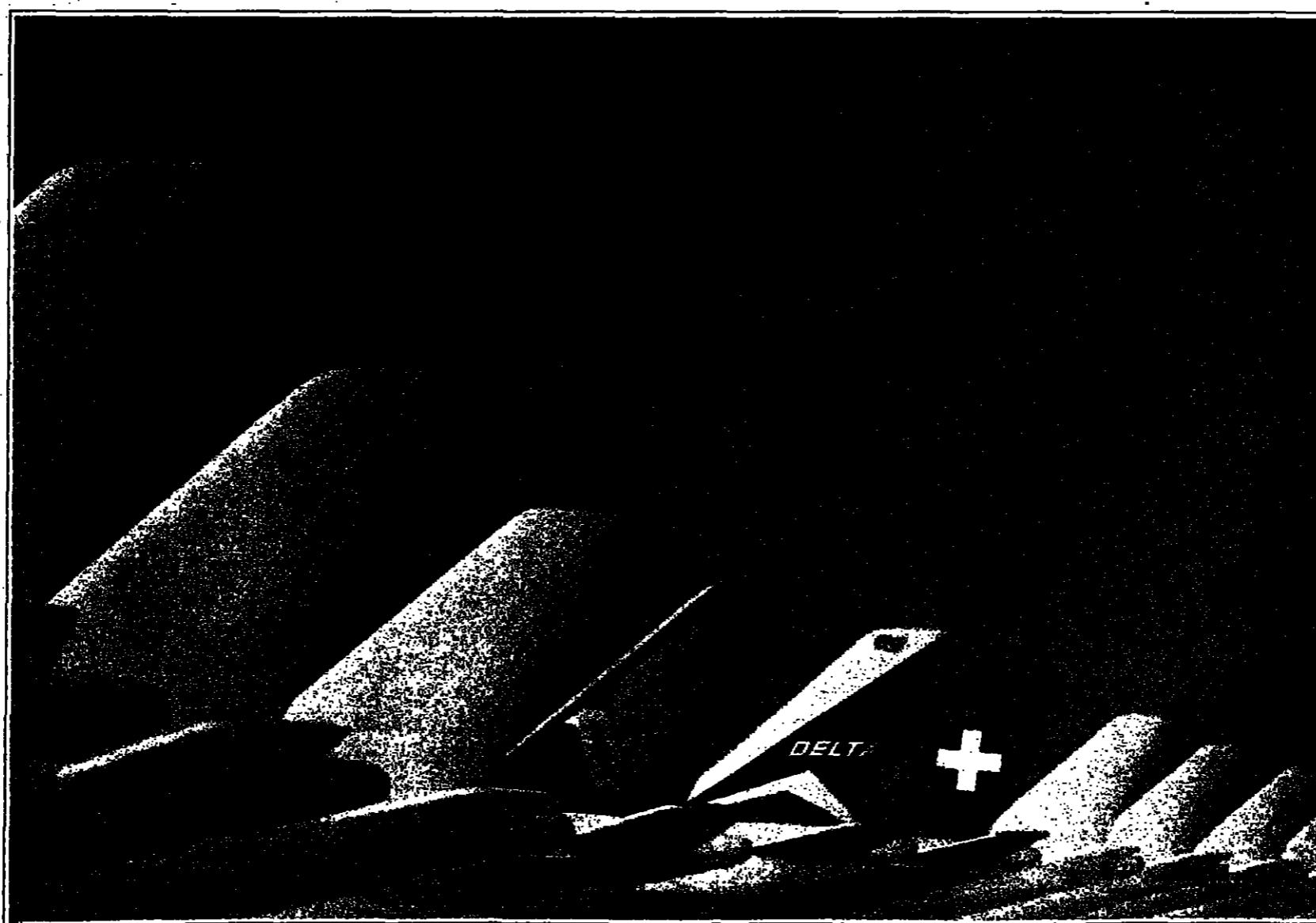
■ Ways to beat jet lag; How to get your money's worth Page 7

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Bruce Trantier: car rental prices are being driven downwards

■ A trend for smaller, more intimate hotels; Unladylike practices Page 10

Editorial production: Roy Terry



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BUSINESS TRAVEL 2

International carriers are offering more services to maintain their share of lucrative business class traffic, writes David Churchill

Battle rages in the skies

BRITISH AIRWAYS' recent decision to spend some £30m – plus another £20m in advertising – to upgrade its Club World service on all long-haul routes is a clear example of just how seriously the world's airlines are wooing the business traveller.

As the recession shows no real sign of ending, so BA and the other leading international carriers are being forced to offer an increasing range of services and perks to maintain their share of lucrative business class traffic.

Everything from neck massage from a resident masseuse aboard Richard Branson's Virgin Atlantic aircraft through to luxury limousines taking executives from door to door are being used to win business.

But executives are not as easily persuaded by such blandishments as they were in the late 1980s. The reason, however, is not of their choosing; rather, it is a result of the decision by many companies to downgrade the class of travel for their executives. When a seat in economy class – or coach as it is known in the US – from London to New York costs a tenth of the business class fare, then it is easy to see why companies are increasingly instructing their executives to save money and fly in

the cheaper seats.

For the airlines this is serious news: the yield from full-fare paying business class travellers is the most profitable part of the airline business.

While this has been the case for many years it is even more important now as first class passengers are becoming increasingly scarce – only about one in every five first class seats is now sold at full fare – and economy class seats are being offered at heavily discounted prices.

Everything from neck massage aboard aircraft through to luxury limousines taking executives from door to door are being used to win business

Hence the importance for airlines of wooing corporate travellers. The battle is being fought in two ways: enhanced services on the ground and in the air; and by customer loyalty programmes for frequent flyers.

It is this second approach – frequent flyer programmes – that is currently at the sharp end of the battle for business.

The practice of rewarding passengers for flying with a particular airline by giving them a chance to fly again for nothing was first used in the US market after deregulation in the

1980s. At first, it seemed a brilliant marketing idea, similar to the explosion of trading stamps in securing customer loyalty in the 1950s and 1960s.

But the drawback soon became clear: passengers flying free hit yields and margins with the inevitable result that many airlines were forced either into Chapter 11 administration in the US or out of business.

Yet when the British government adopted an "open skies" policy across the north Atlantic

some 25,000 people fly free on BA as a result of collecting sufficient Air Miles.

For the frequent traveller, however, the availability of such schemes has provided a welcome perk. But should they get the benefit of being able to take themselves and their families on holiday as a result of belonging to a frequent flyer scheme when the airline tickets have been paid for by their companies?

The dilemma is a difficult one for companies and individuals. Mr Bill Kirkwood, marketing director for Thomas Cook travel management, points out that a good corporate travel policy will identify a frequently used route and negotiate a favourable corporate rate with one carrier. "But a serious conflict of interest can occur if staff ignore the low corporate rate dictated by the travel policy and book a more expensive ticket, that leaves them personally for their loyalty," he says.

Mr Kirkwood acknowledges that many executives see the perk of frequent flyer schemes as compensation for long periods away from home. "That accepted, it is still more cost-effective for the company to find a more direct way to compensate its high mileage travellers while at the same time making



In a class of its own: Richard Branson initiated a new section in Virgin aircraft for full-fare paying economy passengers. (Picture: Tony Andrews)

them keep to the most cost-effective travel policy."

A recent survey carried out by Mori of corporate travel buyers on behalf of Wagons-Lits Travel found that just over half the 400 companies surveyed felt the benefit

should return to the company rather than to the individual Air Miles, however, neatly

sidesteps this issue by refusing to allow companies to register for its system – only named individuals can apply for and receive the frequent flyer rewards.

Perhaps the only way such schemes may come to an end

– apart from an airline being forced out of business by the heavy liability to fly passengers for nothing – is if the tax authorities decide to get tough.

The perk is clearly taxable, but so far the Inland Revenue has taken no action.

The uncertainty surrounding the future of such schemes – and their potential cost to the airlines – makes improving service for business travellers a better bet to win customers.

BA has been in the forefront of many business class initiatives in recent years and has won a well-deserved reputation for its Club World cabin.

Readers of Business Traveller magazine, for example, recently voted it the best airline overall.

What BA now plans to do is to offer Club World travellers more control over their journey, starting with its new Lounge Pavilion at Heathrow's terminal four. "Our research shows that passengers continue to feel stressed in airports," points out Mr Robert

the plane, and to their destination at the other end of the flight. Limousine transfers are now quite common, although they tend to be offered by the smaller airlines with fewer flights than the major operators.

Perhaps the most interesting development for business travellers whose travel budgets are being squeezed has been initiated by Virgin. This has been to create a new section on the aircraft, called Mid Class, for full-fare paying economy passengers who typically are executives. A full economy fare, which allows greater flexibility than discounted tickets, can often cost two or three times as much as the cheap fares. For business travellers forced to downgrade, however, travelling with the leisure passengers can be frustrating.

Hence Virgin's move to offer a separate section with bigger seats and better check-in facilities for full-fare paying economy ticket holders.

As yet, the move is not being copied by the other airlines who still hope to lure travelling executives into the higher-yielding business class cabins. But if the recession continues unabated, then the pressure to downgrade may prove irresistible for some.

Jockeying for position

The agreement reached by EC transport ministers last June has three main elements to it. It allows airlines of one EC country to establish airlines in other EC countries; it creates pricing freedom in the country, subject to certain restrictions; and will enable any EC airline the right to pick up traffic within one member state and carry it on to a second destination within that country.

For example, BA flying from London to Frankfurt will be able to pick up passengers in Frankfurt and carry them on to Berlin.

But, as with many EC developments, the proposed moves do not go as far as some airlines would have wished. A full "open skies" policy, for example, would have allowed EC airlines the right to fly freely inside another EC country; this has been delayed until April 1997 at the earliest.

British Midland has been the most vocal in its opposition to the present restrictions on European air routes. In a recent report, it pointed out that 11 of the 15 busiest air routes in Europe continue to be served by the two respective leading airlines from each

country, charging identical business-class fares and with almost identical schedules.

"The EC needs to back up its proposals with real teeth, by loosening the financial ties between states and their airlines and ensuring it has a mergers and acquisitions in place to prevent a further reduction in consumer choice," argued Sir Michael Bishop, BA's chairman.

BM estimates that British business travellers are paying more than £200m a year more than they need to because of the airline duopoly on principal European routes.

More competition and lower fares could prove something of a problem for European air-

lines, especially as they rely heavily at present on business class passengers to keep routes profitable.

BA's Club Europe operation, for example, earns the airline nearly half its European revenue even though Club passengers make up just a quarter of its total.

Moreover, there are clear signs that European business travellers are becoming increasingly unwilling to pay higher fares on short-haul routes. Both Lufthansa and Swissair, for example, have finally abandoned their first class cabins in Europe to concentrate on business class instead.

But even with improvements in service both on the ground and in the air, many executives are deciding to trade down and fly economy on short-haul European routes.

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- More comfort - safety - Polish hospitality and cuisine
- A new customer care programme
- Frequent Flyer Programme - VOYAGER / (launch 1.12.92.)

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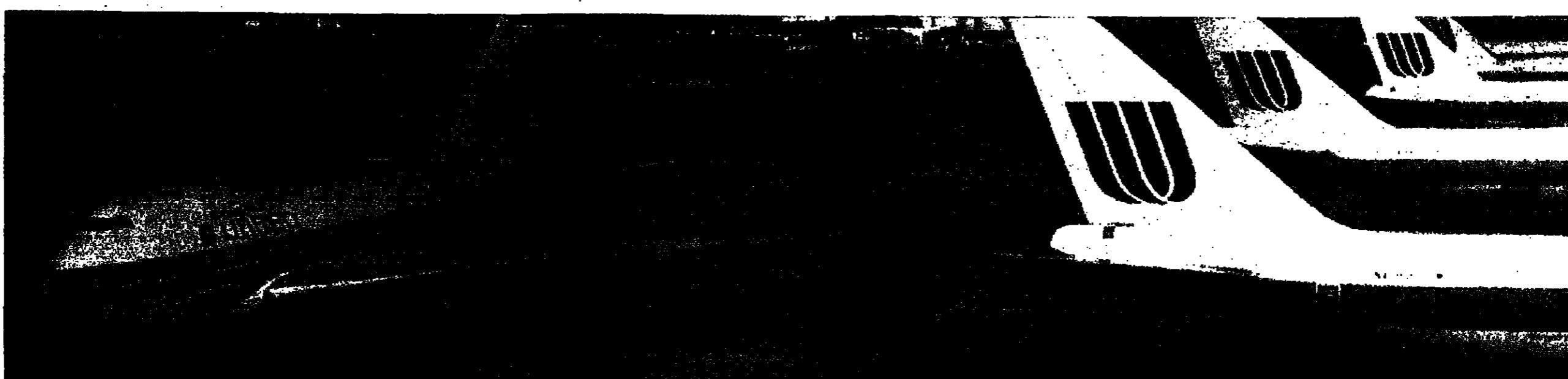
POLISH AIRLINES

LOT



IBERIA

• Ready to take
off in a big way



Tails up at Heathrow: over the past year the arrival in the UK of such dominant US carriers as United and American, plus the growth of Delta, has created a far greater challenge to British Airways than had seemed likely just a few years ago (Picture: Glyn Glyn)

THE busiest and most competitive segment of the business air travel market remains the north Atlantic routes between the US, UK and, to a lesser extent, continental Europe. The UK is by far the biggest European market for non-stop flights to and from the US, with one third of all transatlantic capacity using UK airports.

Over the past year the arrival in the UK of such dominant US carriers as United and American, plus the growth of Delta, has created a far greater challenge to British Airways than had seemed likely just a few years ago.

Competition from the two main US carriers - Pan Am and TWA - had been muted as these airlines increasingly

lost out following the deregulation of air services in the US in the early 1980s.

BA's position was also strengthened by the strict controls on airlines using Heathrow Airport which, because of its vast numbers of connecting flights, is preferred by business travellers over UK gateways such as Gatwick and Stansted.

All that changed when United and American took over the routes previously operated by Pan Am and TWA and the government's "open skies" policy scrapped the controls on Heathrow.

The result has been a fierce

dogfight between the principal carriers for business hit by the weak economies on both sides of the north Atlantic.

The extra capacity put on at a time of sluggish demand has inevitably led to fierce price

discounting, although this has mainly been felt in economy-class seating rather than in business cabins.

Yet the paradox of north Atlantic travel at present is that at the same time as there are too many seats chasing too few passengers, many of the aircraft on key routes into North America are flying with almost full loads.

The reason, according to Mr Ron Spiers, publisher of the ABC World Airways Guide, is that discounting at the back end of the aircraft is forcing airlines to upgrade some passengers into business class cabins. The airlines, not surprisingly, deny this is happening.

Another factor, especially for the US carriers, is the widespread popularity of their frequent flyer programmes. These not only offer the chance to fly free but also the opportunity for regular travellers to upgrade their class of flight to business or first at no extra cost.

BA has been at a competitive disadvantage in this area, forcing it to offer its own Air Miles frequent flyer programme. Similarly, BA has also found itself at a disadvantage by not having access to the connecting routes within the US enjoyed by its rivals.

If recession continues, however, then the battle over the north Atlantic can only intensify.

Flying high with cut-price seats

IN SPITE OF the recession, demand for air travel within Britain has held surprisingly firm, albeit helped by continued keen pricing which may be good news for the passenger but has not helped profitability for UK airlines. The past year, in fact, has been characterised by a restructuring and rationalisation within the industry.

Earlier this year, for example, Brymon Airways and Birmingham European came together as Brymon European

and landing allocations) at Heathrow to fuel this expansion, which forced it earlier this year to abandon its Heathrow-to-Liverpool route to free the slots for European routes.

The shortage of slots at Heathrow for domestic services is an irritant to many UK business travellers who are forced to drive or go by train and tube to Heathrow simply because of the non-availability of a connecting service from their local airport.

Thus the decision by scheduled carrier Air UK to base its operations at Stansted Airport in Essex, even though the airport's growth has so far failed to live up to expectations.

Air UK believes it provides a different option for business travellers from that offered by either BA or BM, especially for those based in north or east London, the Midlands and the eastern part of the country where access to Stansted is more convenient than to Heathrow or Gatwick.

The airline flies more than 1,200 flights a week to 15 destinations within the UK. Not all of these are out of Stansted: for example, it has six flights every day from Norwich to Aberdeen.

Air UK, however, also operates to mainland Europe and has just expanded its service, for example, from Newcastle to Amsterdam following the demise of Dan-Air.

The outlook for business travellers: more of the same, but with perhaps the emergence of new niche carriers serving purely regional airports as the business climate improves.

Ready to take off in a big way

WHILE the airline business travel markets in Europe and the US have had to face up to the impact of recession, the Asia-Pacific region has suffered relatively less from the west's economic problems and is regarded as one of the crucial growth markets of the 1990s.

Even the economic problems in Japan have not seemed to blight this demand, though a number of Japanese companies are following their western counterparts by seeking to downgrade the class of travel in an effort to cut travel costs. But the buoyancy of other parts of the region, such as

benefited from the switch to Heathrow from Gatwick.

The problem for both airlines, however, remains the shortage of airport capacity within Japan. Big expansion projects at the Narita and Haneda terminals serving Tokyo, along with the new Kansai International airport off the coast of Osaka which is due to come on stream in mid 1994, will double capacity by the mid 1990s.

The Japanese carriers also face a strong challenge from other airlines in the region, especially Korean Air, which has carved out a niche for business traffic into Seoul from Europe and the US and has made inroads into the Japanese market.

What makes it difficult for western carriers in the region is the traditionally high level of service from Asian carriers such as Cathay Pacific, Singapore Airlines and Thai Airways International. All three have well-deserved reputations for the quality of their first and business class services and are constantly upgrading them to keep ahead.

Cathay Pacific, for example, earlier this year revamped its first class product and is understood to have similar plans for its Marco Polo club class service next year.

Readers of Business Traveler magazine, moreover, recently voted Singapore Airlines, Cathay Pacific, and Thai International as the second, fourth, and sixth best airlines in the world for business class services. Singapore's Changi airport was also voted the best airport in the world for business travellers.

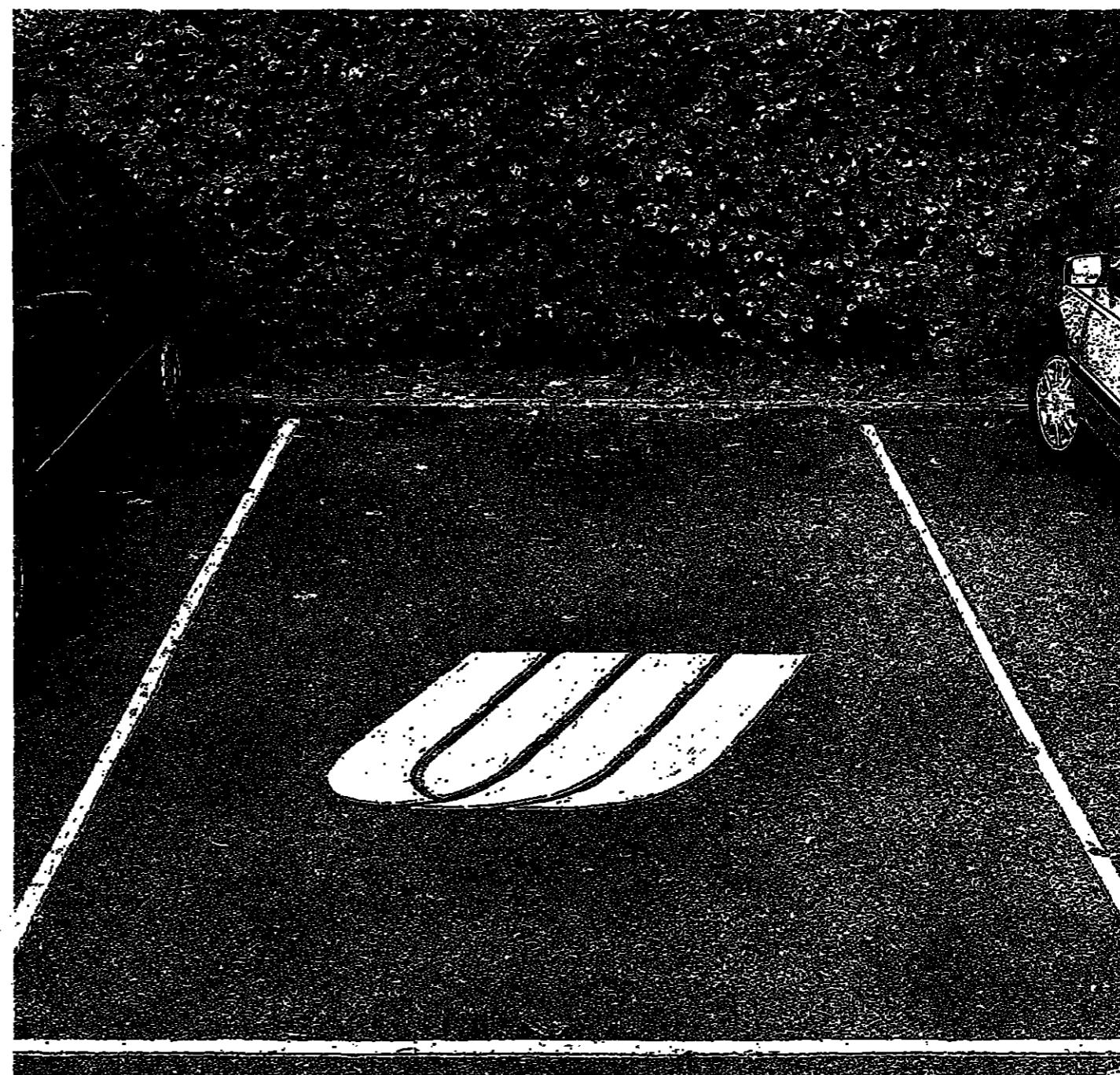
Hong Kong and Singapore, is keeping the airlines busy.

The region's potential has inevitably led to extra capacity being put on all routes by airlines eager to capture a bigger share of a growing market. The extra capacity, however, is still some way ahead of the market - which has helped to keep prices in the premium cabins stable and led to discounts at the back of the aircraft.

Asia's largest international carrier is JAL which is developing its route network with Europe, such as a twice-weekly flight planned for next year between Tokyo and Milan. JAL is also increasing its capacity on its Asian routes with, for example, extra Boeing 747s being used on its China services.

JAL's supremacy on the international routes is increasingly being challenged by All Nippon Airlines which has

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BUSINESS TRAVEL 4



Traditional transport: the Star Ferry operates at a leisurely pace (Picture: Glyn Gennett)

NEW YORK

Some of the glitz has faded

NEW YORKERS still like to think of their city as the brashest place in America, but when Los Angeles went up in flames earlier this year, New York started to seem like a kinder, gentler city.

Recession has wrought subtle changes in Manhattan. Some of the glitz and glitter has gone, done in by the loss of thousands of highly-paid jobs. But the city's spirit remains remarkably resilient.

Some things have not changed. The business climate may be difficult, but the pace of life is as frenetic as ever. As a result, there are still too many people trying to cram too much into a day and visitors should be prepared to have meetings unceremoniously delayed or cancelled.

With the number of homeless in New York now swollen to about 80,000, beggars have become something of an art form. Requests for donations to the United Negro Pizza Fund (a play on the United Negro College Fund) are par for the course, as are recitals of bad poetry. Perhaps the most original, and annoying, is a musician who uses his saxophone as an instrument of torture, squawking loudly on crowded subway cars until the captive



Streets ahead: New York cabs are remarkably cheap when compared with London (Picture: Tony Andrews)

passengers pay him to stop. The recession has not relieved the city's perennial traffic jams. Travelling Manhattan at mid-day or rush-hour is still a nightmare. The most reliable form of transportation is walking. If the distance is manageable. For greater distances, the subway beats its reputation by being reasonably fast and safe.

Otherwise, cabs are comfortable and remarkably cheap when compared with London. Unlike London, however, car drivers do not need to know their way around the city before getting behind the

wheel. Nor do they need to speak English.

For the business traveller on a pre-recession expense account, the Carlyle on the Algonquin, on West 43rd Street, is one of the city's more charming large hotels, although the service is less reliable than at some of the chains. The Esplanade, on West End Avenue and 74th Street, has reasonable rooms at reasonable rates.

For longer stays, the Surrey House on 75th Street and Madison Avenue, or the more economical Embassy Suites Hotel on 47th and Broadway, provide

entertainment and views of some of the most beautiful people the city has to offer.

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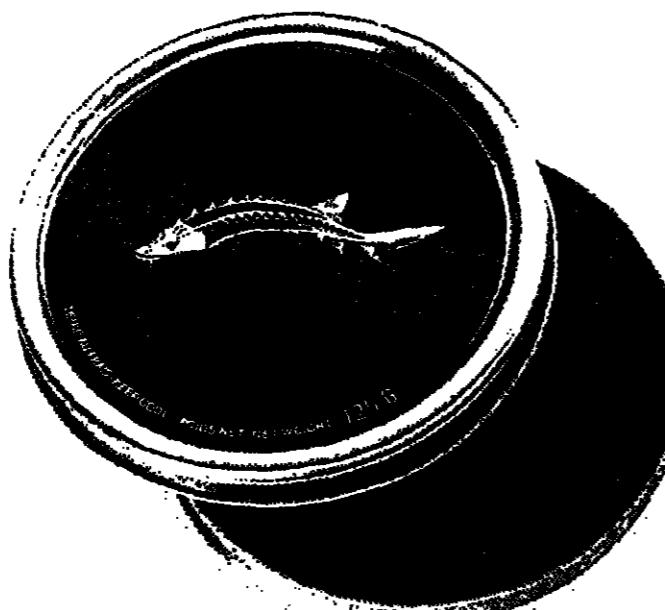
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HONG KONG

Surprisingly conservative city

HONG KONG may be a miracle of peaks, steel and glass, but the first thing the business traveller needs to prepare for is the surliness of the city's antiquated taxi drivers. The scruffy-but-efficient Kai Tak airport is on the edge of the Kowloon peninsula, a 30-minute taxi ride away from the main business hotels on Hong Kong Island.

English language and charm are at a minimum in the colony's taxis, but the fare compensates for this. A trip into the Central district of Hong Kong Island will cost just HK\$75 (US\$10), including the toll for the cross-harbour tunnel.

There are three main districts for business hotels. Central is the core financial district and the Mandarin Oriental was always the traditional choice. But it is rapidly being superseded by more luxurious five-star offerings from the Grand Hyatt and the sumptuous Island Shangri-la.

Alternatively, for those with a yearning for the past (an unfortunate preference in such a modern city) there is the grand old Peninsula, located a short Star Ferry ride from Hong Kong Island, at the tip of the "Golden Mile", the principal tourist shopping district that runs along Nathan Road.

Hong Kong is blessed with a remarkably cheap and efficient transportation system. Taxis are prevalent and inexpensive. The Mass Transit Railway links the main urban areas of Hong Kong Island and connects with the tourist and residential centres of Kowloon, with an efficiency which will shock the European visitor.

The more traditional Star Ferry and Hong Kong Island tram system continue to operate at a more leisurely pace for HK\$1. The main railway station is in Kowloon, with trains heading to the New Territories and the border, or through to Guangzhou (Canton).

Hong Kong is renowned for

being the Mecca for Chinese cuisine, but it offers a wide variety of food. For the businessman who wants to be where the action is, the favourite destination for the "power breakfast" remains the Mandarin Grill. At lunch-time, to rub shoulders with the Chinese tycoons, go to Fook Lam Moon in Wanchai. It offers excellent though pricey Cantonese food, but do not expect either decor or knives and forks.

For a glimpse of the expatriate Taipans, you should angle for an invitation to the Jackson Room at the exclusive Hong Kong Club. In the evening, Karaoke Bars have become *de rigueur* and Hong Kong

offers every range of the spectrum from glitz and fountains to sheer sleaze.

Wanchai still has a range of "girly" bars, housing remnants of the Vietnam rest and recreation era. Tsim Sha Tsui offers stadium-sized "hostess Clubs", including the famous Club BBoss (formerly Club Volvo), where you are driven to your table in a pink car.

A more relaxing evening could be spent taking the Peak tram (a funicular railway) up to the Peak Cafe, where the views and food make a magnificent combination. For a western-style night club, JJ's at the Grand Hyatt is now in vogue.

Hong Kong is a surprisingly conservative city; for business, a suit and tie are an essential penance, even in the height of Hong Kong's humid summer. Another necessity is a stack of name cards.

Simon Davies



Cafe society: Parisians take a break to gossip, read or watch the world go by

PARIS

Easing the difficulties

PARIS can seem a difficult city in which to do business because neither it nor its inhabitants like making concessions to foreigners.

But there is no need to be dismayed by the off-handed approach of average Parisians, or by the city's famous traffic jams.

The visiting business traveller can easily manage by following three general tips: for getting around, finding hotel accommodation and for eating.

Transport: Wherever possible, travel by metro. This is an efficient and very cheap way of avoiding the hair-raising experience of Paris traffic, even though taxis are also cheap by European standards. Within the city boundaries, a metro stop is never more than 500 metres or so away and trains pass every 90 seconds at peak hours.

That leaves you with the problem of finding your way to meetings by foot from your metro stop. The best map is the weekly version of the *Parisien* newspaper, which is available in stations everywhere.

The principle of Paris street lay-outs is simple: numbers ascend in the direction of the flow of the Seine (east to west) in streets parallel to the river, or start with low numbers near the river to high

numbers further from it, in streets perpendicular to the Seine. In both cases, odd numbers on the left, evens on the right.

Hotels: Avoid the standard international chains - that would be a waste of a visit to Paris and could damagefully indicate to French business contacts that you are out of touch. It is possible to put yourself in with style and taste in almost any price range, from the 1,400 hotels in Paris.

To start at the top, there is the Ritz in Place Vendôme

Within the city boundaries, a metro stop is never more than 500 metres or so away

(former home to Hemingway and Coco Chanel), Plaza Athénée in Avenue Montaigne for the better sort of media folk, or the Crillon, next door to the US embassy on Place de la Concorde for glitterati of all types.

For more sensible budgets, the recently refurbished Montalembert, just off rue de Bac on the left bank, is admired by the designer crowd, or there is L'Hotel, a temple of Art Deco in rue des Beaux Arts, where Oscar Wilde died out his last days.

Pavillon de la Reine, near the fictional site of Inspector Maigret's flat just off Place des Vosges has great charm.

Any hotel proprietor worth his salt will be happy to provide advice, because food is a serious subject in Paris.

Here are a few personal favourites:

■ Le Grand Véfour in Palais Royal, for a lovely 18th Century interior and a menu that more than merits its two Michelin rosettes;

■ Chez Panisse in nearby rue Villedo for unpretentious Lyonnaise cooking, a fine range of Armagnacs and a pleasant atmosphere; or

■ Chez Georges in rue du Mail for an up-market bistro.

William Dawkins



Express delivery: the shinkansen (bullet train) is one way of getting out of Tokyo for the day

TOKYO

Polite but confusing capital

AT FIRST sight Tokyo can seem a dense, bewildering city. A jumble of confusing signs, large neon-lit avenues criss-crossed by a warren of dimly lit narrow alleys.

Too many people come - or do not come - because they are fearful of Tokyo's complexity and apparent impenetrability.

For Europeans especially, who are used to wide streets and squares, to come to terms with Tokyo will require some work. But in essence, as long as people are confident it is one of the easiest capitals to use, at least on the surface.

One of its main attractions is its safety. No need to worry constantly about your bag being stolen by a passing mugger, even late at night. It is also in most respects - such as its excellent subway system - a highly efficient, well-organised place, full of polite people.

Most visitors start at Narita international airport, which is a relatively quiet oasis about 50km from the city. A taxi into Tokyo will be very expensive.

Better either to take the train into Ueno junction and then get on the subway or one of the limousine buses which will take you to your hotel or the bus terminal near the heart of the city.

Tokyo has a wide variety of hotels from the expensive high-quality Okura, opposite the US embassy, to cheap guest houses.

An excellent and convenient hotel which offers a range of rooms, some with views over the Imperial Palace moat, is the Fairmount Hotel.

For the adventurous there are many excellent ryokan, traditional Japanese-style inns, which serve excellent food such as the Ongasai in Ueno park which has a 19th Century

house in its courtyard.

Getting around Tokyo can be alternately very easy and hugely difficult.

The most important tip: if you do not know exactly where you are going, never leave home without a map. If you are meeting someone, get them to send you a map beforehand.

The reason is simple. Getting from one part of the city to another - Otemachi, the financial district to fashionable Omote Sando, for instance - is disarmingly simple. The subway is cheap, highly efficient and has signs in English. Taxis are not expensive but take longer.

If you use the subway make sure you get out of the station at the right exit. Most subway stations have many exits, often a long way away from one another.

Getting out at the right exit helps a lot. There are no street signs on the many minor

streets and alleyways. If you do not have a map you can spend hours wandering around searching for your destination.

There are no end of good places to drink and eat in Tokyo, whether in the Ginza main shopping area, Roppongi the night club district, or out in the neon-lit rabbit warren of Shinjuku, home to the main red light district.

There is no theatre district to speak of such as Broadway and fewer cinemas.

If you want to watch an English or French language film you should be able to find one in the Tokyo Journal listings magazine.

If you are staying in the city over a weekend, try to get out for a day. Take the shinkansen bullet train to historic Kyoto or the local line from Shinjuku which will take you to the temples of Kamakura by the sea.

Charles Leadbeater

THE story is told of a fountain pen manufacturer with a product that was guaranteed not to leak ink when clipped on a shirt or a suit pocket. In its advertisements the company used the slogan "Avoid embarrassment. use XYZ pens." It went down well in most countries but in Spain, to its own blushes, the company discovered it was advertising a contraceptive - in Spanish the word "embarrassment" also means pregnant.

This is a good example of "faux-amis," as the French put it, or "false friends," words which mean something different in another language. Frederick Marsh, an international marketing consultant, gives another example in a paper on European Community countries prepared for a UN agency.

"A well-known British car manufacturer wanted to launch a car in Germany with the name Silver Mist," he says. However, it realised that in German the word "mist" means animal excrement or manure, and was forced to think again. Something similar applied to an exporter of mist-producing curling irons called Mist-Stick.

Language

These examples confirm the problems highlighted in a recent study of 2,000 companies by the Institute of Manpower Studies* for the Department of Employment. More than 60 per cent of the companies had dealings with foreign executives, mainly French, German, Spanish and Italian speakers. All these companies identified some language problems, and 23 per cent said lack of a particular language created a barrier to business.

Cert*, a Nottinghamshire-based training consultancy, teaches executives "foreigner-friendly English." Marianne Aston, the architect of the course, says the main difficulty is that when talking to people whose first language is not English, British executives use words that are too complicated and sentence structures that are too convoluted. She argues that if executives follow a few simple rules communication will be easier.

For instance, if you want to say someone has a lot of money, say they are rich. Avoid expressions such as "well-off," "loaded" or "well-heeled." Even people who speak no English will understand "OK" but few will know what "gobsmacked" means.

Idioms are open to misunderstanding. "At the end of the day" could be interpreted as meaning that something is wanted by 8pm, and "pull your socks up" could have foreigners reaching under the table.

Numbers are another source of confusion for the unwary and uninformed. In French and English the number 21 is expressed with units of 10 spoken first - twenty one. In German and in Dutch it operates in reverse - one and twenty. So it is wise to double-check that a telephone



Food for thought: dining in Italy is almost a ceremonial (Picture: Glyn Gom) Roy Terry looks at etiquette and cultural differences in Europe

Manners mean a good deal

number, for instance, has been noted down correctly.

Take care, too, in Austria or southern Germany where toilets in hotels and other public buildings may be indicated with a double zero - 00. Also, it is worth remembering that when a German makes an appointment for "halb neun" or "half nine" it indicates a meeting at 06.30 hours and not 09.30. The same applies in Dutch. Such a misunderstanding could have unfortunate consequences because punctuality in Germany and the Netherlands is vital.

Greetings

Spain the custom of "kissing" the hand of a lady when being introduced is still practised. However, the term "kissing" is a misnomer because usually there is no physical contact between hand and lips.

In Germany, it is customary to address professional people as, for example, Herr Doktor or Frau Direktor. It is bad manners not to use titles but referring to someone as Herr Doktor when they are not is also frowned upon.

In France, the practice is less common although older people still welcome being given a title. The head of a company will expect to be addressed as "Madame" (or "Monsieur") le President. It is a title which is borne for life. Even after retirement it is customary to refer to an individual by the most prestigious title acquired during a career.

The Continental equivalent of "Miss" in English is now the form of address for very young women only. In France, women are usually called Madame, even if single; in Germany, "Fraulein" is used only for young girls; and, in Italy, "Signora" (with or without a surname) is customary for all women, married or single.

Germans answer a telephone by giving their surname but in Italy the individual answering a call is likely to say "pronto" - "I am listening." Belgium has three official languages - Flemish, French and German. Choosing the wrong language is very bad form and the mistake is not likely to be easily forgiven.

address even close colleagues as "Herr Strauss" or "Fran Schmidt." Titles are used in Germany, France and especially in Italy, where Dottore is the most common form of address for Italians with university degrees. Other titles in use in Italy are Ingegner (engineer), Avvocato (lawyer or advocate) and Architetto (architect). It is correct to use them on their own without a surname.

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Dining out

In France, especially, correct business etiquette is crucial. Marie-Helene Descamps, attachée de presse for former President Valéry Giscard d'Estaing, is an authority on do's and don'ts at the lunch table.

She says there are two kinds of business lunch - building up relations without expecting anything in return and to discuss a deal in the making, or to celebrate a deal afterward. Deals should be concluded in the office never over a lunch table, says Madame Descamps.

A successful business luncheon in Paris must have a stock of business anecdotes and subjects of conversation to last through the hors-d'oeuvres, main course and cheese. When the cheese is out of the way, the idea is encapsulated in the colloquial French expression for a judiciously chosen moment: "entre la poire et le fromage" although the phrase is confusing because cheese actually precedes dessert in France.

In Germany, business meals are not as common as in the UK or in the US and tend to be strictly social occasions. Foreigners are rarely invited to dinner and such an invitation suggests a very advanced association.

The opposite applies in Italy where entertaining is an essential part of business life. Dining in Italy is almost a ceremonial and deciding who pays is a game which must be won by the person issuing the invitation. Guests should offer to pay but in the end should defer to their Italian host.

In Tuscany, even the clumsiest effort to speak Italian over the lunch table will bring enthusiastic praise. Do not discuss business because the Italian lunch is a social event not an occasion for concluding a deal.

All this tends to illustrate that for the British, when they cross the Channel there are perils around every corner. For too long the British have expected almost everyone to understand English and tend to lose patience with those who do not. The old imperialist attitude that the British way is best and that everything foreign should be studiously ignored or, at best, tolerated with mild amusement, is as outdated as a viceroy in India.

Today, the rule for British business people must increasingly be: "When in Rome, do as the Romans do." Anything else is not only downright rude, but bad for business.

1 Marsh Business Services (telephone 071 223 3123), 2 Certe (telephone 0777 850 835), 3 Foreign Language Needs of Business, Institute of Manpower Studies, Mantell Building, University of Sussex, Falmer, Brighton, Sussex BN1 9RF, 520. Further reading: *The Economist Business Guide to France, Germany, Italy and the UK*.

TRAVEL AGENTS

Workhorses of the industry

BUSINESS TRAVEL agents are the workhorses of effective corporate travel management. The good business specialist should not only know the best deals on offer but also be able to secure them because of the muscle that agency has due to the volume of bookings. Good agents are also able to provide their client companies with a global reach to enable them to do business anywhere in the world - as well as providing detailed management information on who has travelled where and at what cost.

Small wonder, then, that the accepted wisdom of business travel management is: if you find a good agent then never let that agent go.

Unfortunately, good agents who do all of the above and more are not necessarily that easy to find. Corporate complaints about business agents range from executives who bemoan long waits for interconnecting flights when they find a colleague from another company has been booked direct through, to company accountants who cannot cope with the excessive amount of data provided by the agent when all they want is a brief summary.

It is hardly surprising, therefore, that some leading buyers of business travel are negotiating directly with suppliers such as airlines, hotels and car rental companies to meet their needs. They believe that the volume of business and agency commission saved can give them a better deal.

But the increasing complexity of business travel in the 1990s would make most companies, large or small, prefer to use a specialist agent. Small companies, however, have had problems in the past in gaining the support and benefits that specialists can provide.

"Companies which spend up to £600,000 on business travel have not, in the past, been offered by the industry the service levels and cost management opportunities they deserve," observes Mr Bill Kirkwood, head of sales and marketing for Thomas Cook travel management.

Thomas Cook commissioned research from Mori which found that small companies were often desperate for help to achieve the best price for travel in line with the needs of individual travellers. "The research showed that some customers thought they had to go to a bucket shop to get the kind of air fares they see advertised in the newspapers," says Mr Kirkwood.

It also showed that smaller companies rated local service as being more important than global networks. According to the survey, the important criteria for a business travel agent were for easy booking, fast delivery of tickets and the opportunity for regular meetings to keep the agency appraised of the client's needs.

Thomas Cook has responded to this marketing niche by providing a "fair fares policy"

Good agents are able to provide their client companies with a global reach

for small (and large) companies. It will quote a fare for the travel that has been requested and will also research other fares, guaranteeing to offer the cheapest alternative within the restrictions applying to the traveller.

It is these restrictions - such as when you need to fly and whether you might need to change dates and times - that are usually the cause of higher fares being offered. The simple rule of business travel is that the more flexibility executives want built into their travel schedules, the higher the fare.

But while small companies may represent a market not to be forgotten, there is little doubt of the growing demand for business travel agents to have world-wide clout. American Express, with an estimated worldwide revenue from business travel of more than \$4bn, is probably the

Continued on next page

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capital

BUSINESS TRAVEL 6

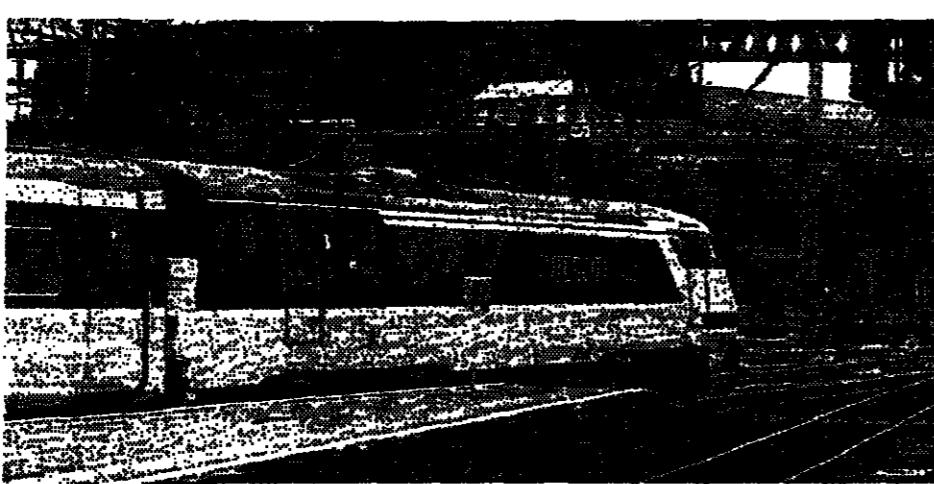
FIRST, the bad news for rail travellers in Britain. Remember all that talk about Richard Branson's Virgin Group setting up a luxury inter-city train service featuring hostess service, seat-back video and on-board business centres, all for the price of a normal British Rail fare? The plan's off.

It founded on the rock of a provision in the Transport Act 1982 requiring BR to operate with due regard to efficiency and economy of operation. That, said BR, meant that it could not allow Virgin on its tracks unless Virgin undertook to compensate it for every penny of profit it lost as a result. Clearly, any such arrangement was a non-starter from Virgin's point of view.

The result is that business travellers are stuck with BR's monopoly over train services, at least until privatisation. But now, the slightly better news: BR seems to have picked up ideas from the private sector in its latest marketing campaign.

For this, passengers must thank the recession. In the present financial year, BR's InterCity sector is looking at a £50m hole in its revenues, partly because the number of passenger journeys has fallen and partly because people are trading down from first class to standard class.

InterCity has responded by tightening its belt, cutting costs and paring investment to the bone. But that, it says, is not enough: so beyond that, it is also fighting to fill empty seats by launching the biggest



Lined up for better service: BR has picked up ideas from the private sector (Picture: Trevor Humphries)

Richard Tomkins looks at BR's monopoly

On track for change

package of marketing measures it has ever deployed.

One prong of the campaign is to widen the range of bargain fares - for example, through a re-introduction of the Boots promotion, giving shoppers at Boots stores vouchers that they can trade in for tickets. These offers, however, are aimed at leisure travellers more than the business market. The main benefits for business travellers are improvements in service.

For example, customer welcome teams will be introduced

to station concourses at big InterCity stations. These will consist of hosts and hostesses dressed in a distinctive claret uniform, walking the concourses and offering help to passengers. The first teams are already in action at London's Euston, King's Cross and Paddington terminuses and Bristol Temple Meads.

Meanwhile, the most frequent InterCity services, such as those between London and Gatwick, Bristol, Leicester, Birmingham and Norwich, will be re-packaged as InterCity Shut-

ties from next year. The idea is that passengers intending to travel these routes, at least from the London end, will no longer need to worry about timetables. Instead, they will be able to turn up at a designated platform at any time of day in the knowledge that a train will be there, ready to depart and with its buffet open.

There are big changes to onboard catering, too. The traditional dining car with its set menu will largely be replaced by so-called Express Diners - restaurant cars offering an all-day menu aimed at meeting a perceived demand for lighter meals. People will be able to make up their own meals from a choice of starters, main courses and desserts.

On Pullman trains and some other services, the more traditional menu will be retained. But it will be improved, with a wider choice of dishes: the autumn menu in Pullman, for example, will include "Best of New British" cuisine alongside international and vegetarian dishes, and a new wine range is to be introduced later.

A number of improvements are being made to the trills of business travel. There will be a new look for table settings in Pullman and first class, with brighter and warmer colours. First class passengers were last month being given a free copy of a novel - *The Firm* by John Gresham. A series of exclusive telephone numbers is being introduced across the country

Workhorses of the industry

Continued from previous page
largest group which fulfils the travel agency function of providing the interface between the supplier and client on an international basis.

Vying for second place in the international league are Carlson of the US, which recently acquired the A. T. Mays agency chain in the UK although with most of its business travel turnover still in the US, and Wagons-Lits, which last year bought Pickfords Business Travel from NPC. Wagons-Lits owns agencies in 40 countries and has partnerships with agencies in a further 75 countries.

Thomas Cook and Wagons-Lits used to have a formal marketing agreement which limited their spheres of influ-

ence: since that deal broke up a few years ago, both companies have made strenuous efforts to expand their global coverage. Thomas Cook, which does not own its operations in the US, can be expected aggressively to seek new world-wide coverage following its acquisition.

Hogg Robinson, a UK-based service organisation, has also joined the trend towards globalisation through helping to develop an international network. Business Travel International.

Mr David Radcliffe, Hogg Robinson's business travel director, makes clear that the new arrangement is customer-driven. "Customer demands for greater cost savings have increased immeasurably over

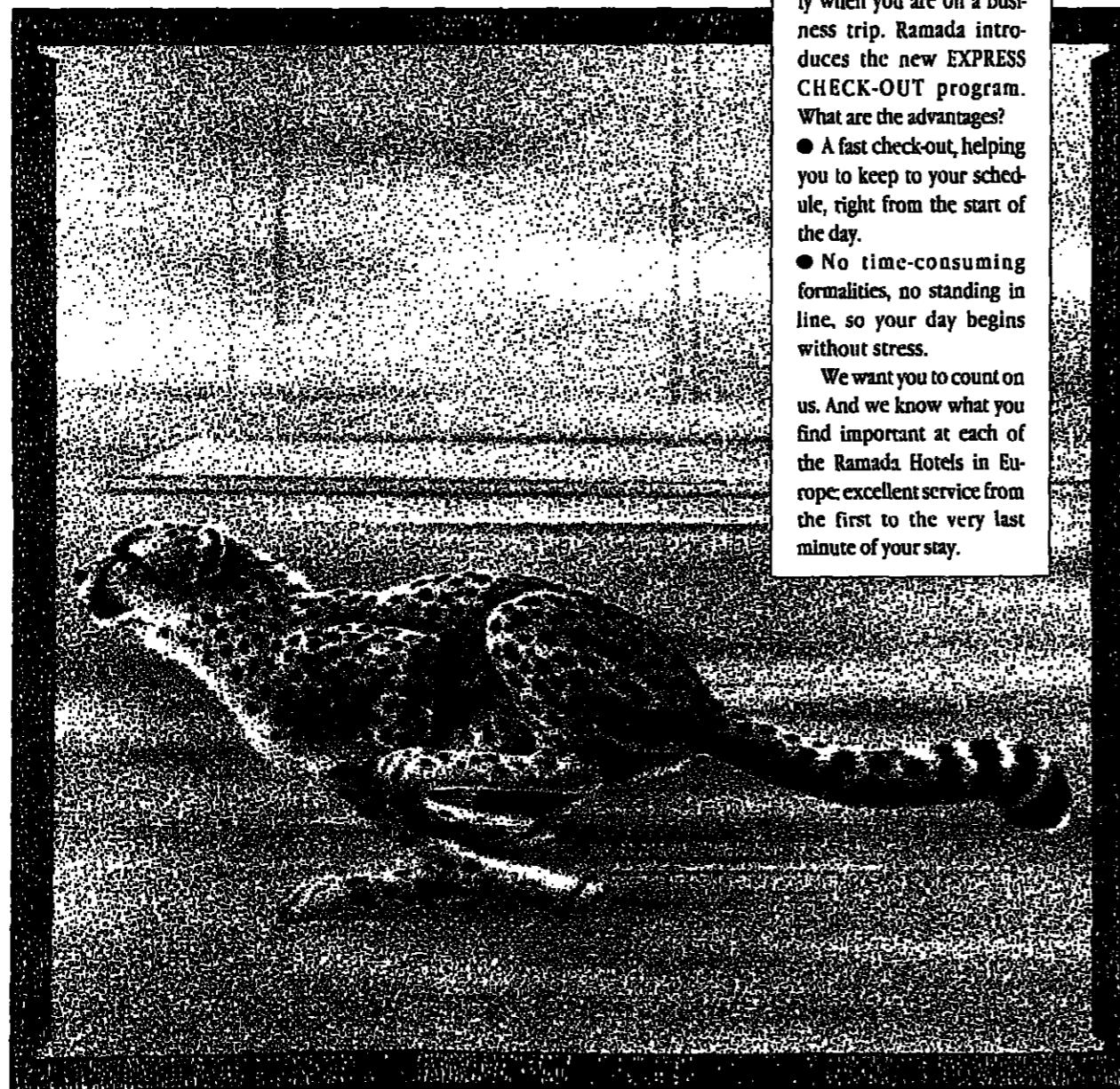
the past few years and through the purchasing power of BTI they can avail themselves of maximum savings," he says.

Newcomers to the BTI consortium this year include Japan's Nippon Travel Agency, Spain's El Corte Ingles, Global Travel in Singapore and Knoni Travel of Switzerland.

The drawback to increasing globalisation of travel agencies, however, is largely one of logistics: collecting information and exercising control over a large number of locations or operations. It is here that the development of Computer Reservation Systems (CRS) will play an increasingly important role in the 1990s.

David Churchill

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for booking first class tickets. And for Silver Standard travellers - typically, the cost-conscious younger business traveller paying the full standard class fare - there is free tea or coffee in china cups instead of plastic ones, a choice of free biscuits and pastries, and the addition of hot toast to the £4.95 breakfast.

There are also improvements to sleeper services. On all sleeper trains the first class sleeper fee now includes a continental breakfast and newspaper, with a full breakfast available in lounge cars; and a lounge car has been added to the Fort William sleeper, which is renamed The West Highlander.

One reason why InterCity has reacted to the downturn in business in this manner is that it operates in a ferociously competitive market. Surprisingly, railways account for only 10 per cent of UK passenger journeys exceeding 50 miles; of the rest, cars account for 88 per cent, air 1 per cent and coaches 1 per cent.

However, the big question is whether it is not simply a case of rearranging the deckchairs on the Titanic. What is the point of making minor changes to the quality of service, they may ask, if people cannot rely on the trains to run on time?

Certainly, there is nothing to be proud of in InterCity's record. Last year only 84 per cent of its trains reached their destinations within 10 minutes of the scheduled time, against a government target of 90 per cent; and the cancellation rate of 2.2 per cent was above the target of 0.5 per cent.

One reason for this poor performance is the increasingly decrepit state of InterCity's assets. Although the London King's Cross to Edinburgh line has recently emerged from an extensive modernisation, plans for a £750m upgrade of the London Euston to Glasgow line are on indefinite hold, and the InterCity 125 trains running on the Great Western lines out of London Paddington will soon be due for replacement.

Unfortunately for passengers, the present pressures on public spending leave little likelihood that these investment needs will be fulfilled by the government in the foreseeable future. The result is that passengers may have to wait for rail privatisation before they get the trains they want - and that is not due to draw into the platform until at least April 1994.

IN THE tough economic conditions of the 1990s, have the corporate conference and incentive travel trips of the 1980s had their day?

At a time when companies are having daily to face up to the harsh realities of recession, the exotic sales conference to Florida or the Far East may seem in bad taste and provide the wrong public relations message to staff and customers.

Yet, while there is no doubt that companies have cut their conference and incentive programmes during the recession, there are still some who believe that a motivational conference or incentive trip (often the two are very similar) is the best way to win over staff.

Where there's a will there's a way," points out Mr John Fisher, managing director of motivation company Page & Moy Marketing. "Companies that want to keep their conference and incentive will usually come up with a reason for it." Nowadays, he adds, many incentives are termed as "educational" or "factory" visits rather than straightforward travel rewards.

Operators in the conference and incentive travel business - one of the most important parts of the overall business travel market - insist that the motivational need for such travel is more important now than ever before.

"Conferences motivate people," insists Ms Janice Eason, marketing manager for the De Vere Hotels group whose portfolio includes the refurbished Grand Hotel in Brighton. "This is particularly important for sales staff who spend most of their time on their own."

Mr Paul Swan, managing director of conference production company Spectrum Communications, adds: "Sales staff need even more reassurance in times like the present and a good conference can take care of this. The sales executive can look round and see tangible evidence of the size and strength of the company."

"With business delegates all around them every employee needs reassurance that he or she is led by a winning team that has a strategy to get the company through."

The conference and incen-

tive travel market is split into several distinct sections. At their grandest are the international conventions and incentive travel trips of the 1980s, which provide a platform for staff from one company to meet in pleasant surroundings to communicate message to staff and customers.

"Companies are less willing to book business class seats, so while two to three hours in short-haul economy seating is acceptable, most people find seven to eight hours in economy is not so much fun, especially when they have been used to a higher grade," he suggests.

Out of the UK, therefore, Paris is still the top short-haul conference and incentive destination. Moreover, in a bid to capitalise on this, Eurodisney is launching a scheme to attract conference and incentive business to the resort, especially during the winter months.

Paris's popularity, however, may be hindered by the recent devaluation of sterling against the French franc which makes it more expensive as a destination. Within Europe, therefore, the trend may be towards better value for money destinations such as Spain and Portugal.

But while short-haul conference and incentive travel is the name of the game, some companies still believe that long-haul travel is a better motivator. The problem, however, is finding sufficiently new and exciting destinations.

"There is no doubt that some companies want fresh ideas and high quality," says Mr Lawson. "Whether it's short haul or long haul, the over-riding demand is for an incentive experience that works well and is better than they have had before."

Hong Kong is cited by conference and incentive travel organisers as pushing hard for business out of the UK. But the "hot" destinations to watch over the next few years are Venezuela, Boston, Vancouver and Buenos Aires.

The one drawback to the growth of the conference and incentive travel market, however, remains the tax implications. Mr Fisher from Page & Moy points out that the acid test for tax is whether or not there is a qualification element. "If delegates have to qualify to attend, then it is taxable, including costs for partners," he says.

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Dr Michael McGannon sums up the latest research on beating jet lag

Rhythms to drive the blues away

BUSINESS travellers with hectic flight schedules have reported to medical researchers two main sources of stress - jet lag and Aids.

The chances are good that health and professional performances will be compromised by the accumulated stresses of international travel, unless steps are taken to overcome the problems.

The scientific evidence shows that long-distance air travel through multiple time zones can precipitate health problems, ranging from temporary sleep disturbances to debilitating heart disorders.

Call it what you like, rapid time zone change syndrome, circadian rhythm shift, secondary to transmeridian travel or jet lag, this modern phenomenon is simply another example of how modern technology and behaviour patterns have

been allowed to override human biology. Jet travel has caused a fundamental mismatch between normal sleep-wake habits and the fast-track business world that expects business people to be as alert at 9am in Tokyo as they were at 9am in London or New York.

During the past 30 years,

Jet travel has caused a mismatch between normal sleeping habits and the fast-track business world

great advances have been made in understanding the basic neurophysiological processes governing the processes of adaptation to light and darkness.

An entirely new field of

research has been born: chronobiology. Proper functioning of many of the body's vegetative functions, including sleepiness, wakefulness, appetite, intestinal function and body temperature, are directly dependent upon the natural light-dependent cycle known as the circadian (diurnal) rhythm.

Because this circadian or diurnal rhythm generally runs on a 25-hour cycle, it will constantly reset itself on a daily basis instead of lagging behind. This naturally elongated schedule explains one curiosity of jet travel: travelling eastward, say from New York to London will shorten the calendar day, thereby catapulting the travelling biological cycle into the following morning when the normal pattern dictates sleep. This results in severe fatigue, loss of mental lucidity, disorientation as the rhythm

shifts into the blood, thus compensating for losses resulting from flight immobility.

Given the obvious individual differences between people, there does not appear to be a universal remedy for jet lag. What follows are practical ways to capitalise on the latest research findings.

When I asked several humanised successful travelling managers what strategies they used to battle jet lag, two strategies were reported - abstention from alcohol and exercise.

Solutions to battling jet lag should be divided into three groups:

■ Before departure: First, try to reset your biological clock. For long trips of a week or more, it really pays to try to gently change the daily rhythm (by one hour a day before departure) to simulate the new time zone. In other words, if travelling from Europe to the west coast of America (where bedtime is about nine hours earlier), get to sleep one hour earlier every day for 3 to 4 days before departing.

For shorter trips of two to three days, attempt to "tough

it out" by sticking to the home schedule. That way, at least, you will not need to adapt twice in as many days and can arrive home hitting the ground running.

■ While in flight: If you are really serious about beating jet lag there are several "abso-



Worth the effort: exercise helps combat jet lag (Picture: Glyn Genin)

lutes". Proper hydration is one absolute, because humidity of the aircraft's cabin air can be uncomfortably low (3 per cent). Re-humidifying the air to more comfortable levels (25 to 35 per cent) requires about 200 litres/hour on Boeing 747 or two tonnes of water for a 10-hour flight: that can get very expensive.

Your strategy should be the same as the flight crew: re-hydrate yourself! Kill two birds with one stone by drinking at least one glass of orange juice (potassium and water) every hour while awake. Do not worry, an overdose of orange juice is not possible. Furthermore, resist the seduction of free alcohol and coffee, two substances that will induce lethargy by robbing the sys-

tem dry and causing potassium losses. Alcohol and coffee will set you up for the worst case of jet lag possible.

Before dozing off (something

which will be easy if the body

has been previously fatigued

by exercise), do a few arm lifts: using the arms rests, lift your weight (discreetly) off the seat several times. This will help keep the blood circulating well while you sleep.

■ After arrival: Promise your

self that you will arrange your

schedule (by arriving the day

before meetings) to accommo-

date a physical work-out some-

time prior to appointments.

This will ensure that the vital

organs (including the brain)

receive well-circulated blood

richly saturated with oxygen.

Until the light researchers

find a way to install bright light on aircraft or in hotels in a way that safely dissipates the heat generated and makes it accessible to all, use exercise and light together to reset the body's time clock. Chronobiologists say the best time to do this for eastbound passengers would be to take a jog (or any aerobic work-out) mid morning or early evening. Jogging or working out in bright light will hold back the clock until you catch up. Do not go to bed until the evening and then stick to local schedules.

Studies on soldiers involved with large troop manoeuvres abroad reveal that jet-lag diets and over-the-counter anti-jet-lag pills have little scientific validity.

Light therapy, combined with an intelligent assortment of hydration and exercise, appears to be the best drug-free treatment for those whose sleep/activity patterns are disrupted by travel.

I am amazed to find that modern executives are still victims of folklore when it comes to AIDS. In brief and simple terms, you cannot acquire the AIDS virus, HIV, by casual contact (parties, pools, conferences, the workplace, toilet seats or insect bites). It is spread by having sex with HIV-infected individuals, intravenous drug use and receiving contaminated blood products.

Engage in high-risk activity and you will become a high-risk yourself.

For those who have stayed for relatively long periods in developing countries, certain routine tests should be considered upon return, including a complete blood count and smear, liver function tests, urinalysis, TB skin test and when exposure is reported or suspected, serologic tests for AIDS, Hepatitis B and various parasites.

Lastly, be proactive in your approach to dealing with modern travel because if you are failing to plan, you are planning to fail!



Plastic friend: charge cards and local currency are the best methods of settling accounts

Stewart Dalby shops around for the best deals in changing cash

Getting your money's worth overseas

LORD JENKINS of Hillhead, the former president of the European Commission, undertook an exercise in money-changing in Europe. He estimated that if a traveller left Britain with £100 in banknotes and changed currencies 11 times (Luxembourg does not have its own currency) the sum would have dwindled to £28.50 by the time it was changed back into sterling.

The losses would have been incurred solely on commission fees and took no account of exchange rate movements.

He admitted that seasoned business travellers would not behave in this way. "I deliberately kept the amounts small to make a point. If you are shifting large amounts of

cheques, which have to be changed for taxi fares or tips, it can be expensive to change large denominations at airports. Changing traveller's cheques at hotels can be even more costly.

The business traveller has to make a calculation based on a number of factors including cost, convenience and security.

For travel to eastern Europe, Mr Spight recommends D-Marks or dollars in small bills and suggests that charge cards be used for larger bills.

In the former Soviet Union, the best currency to use is dollars. For most of western Europe, the local currency is best. In the Far East, dollars will prove useful except in Japan where the yen is obviously the best currency. In the Middle East, Africa and Latin America, it depends on the country but dollars are generally a safe bet. Do not come home with too much of the local currency because it might prove difficult to find a bank willing to exchange it.

It pays to shop around, particularly at times of currency turmoil.

Exchange rates can differ from bank to bank

also be expensive. At Lloyds Bank, for example, it is necessary to buy a Eurocheque card. This costs £9 but lasts two years. Thereafter there is a 30p charge for each cheque plus commission of 1.6 per cent.

The cheapest way of travelling safely is to take traveller's cheques. Providing they take currency traveller's cheques, that is franc traveller's cheques for France, and so on, then it can work out cheaply. Sterling traveller's cheques are cheaper to buy, but then there is the possibility of exchange losses and handling charges at the other end," Mr Spight says.

American Express offices in the City of London charge a straight £2 fee for currency cheques rather than a percentage of the amount changed. However, for some currencies its rates of exchange are not as competitive as the clearing banks.

Restaurants and hotels in eastern Europe now accept most charge cards. In the countries of the former Soviet Union charge cards are accepted in the large hotels used by visitors.

If a charge card is used to draw money from a bank there is usually a 1.5 per cent handling fee. When paying by charge card abroad, the costs to the traveller are losses on foreign exchange.

Charge and credit cards and local currency are the best method of settling accounts in terms of convenience, but they

present problems in security.

For example, travellers who visit the countries of the former Soviet Union report that crime is now a serious problem. Muggings and other thefts from foreign visitors are a particular problem in Moscow.

There are a number of other methods of funding travel.

Banks can transfer money to banks abroad at a fee but this could prove expensive. It can also be inconvenient because it means visiting a particular bank during business hours.

Another method is to use Eurocheques. These are used extensively in shop, restaurants and hotels throughout western Europe. They are a method of drawing on one's own bank account while abroad. They are safe, but can

be expensive. At Lloyds Bank, for example, it is necessary to buy a Eurocheque card. This costs £9 but lasts two years. Thereafter there is a 30p charge for each cheque plus commission of 1.6 per cent.

The cheapest way of travelling safely is to take traveller's cheques. Providing they take currency traveller's cheques, that is franc traveller's cheques for France, and so on, then it can work out cheaply. Sterling traveller's cheques are cheaper to buy, but then there is the possibility of exchange losses and handling charges at the other end," Mr Spight says.

American Express and Thomas Cook traveller's cheques are widely accepted but it pays to shop around. American Express in London charge one per cent commission when selling dollar traveller's cheques. Providing the cheques are cashed in an American Express office there is no further charge. Thomas Cook charges two per cent for foreign currency traveller's cheques and one per cent for sterling. The problem with sterling is that banks abroad charge a handling fee and there can also be exchange losses.



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BUSINESS TRAVEL 8

Roy Terry tries out gadgets designed to ease the traveller's life

A secretary in miniature

MODERN business travellers who need a secretary to organise their lives can opt instead for a personal digital assistant no bigger than a box of cigars. This product of the electronic age comes in a variety of forms, and can do most things expected of a secretary.

It can wake you up in the morning with an alarm call, tune you in to the BBC world service, prompt you to keep appointments, allow you to consult information stored in your desktop computer, supply you with dialling codes and telephone numbers, take dictation, answer almost any query, correct your spelling, and even talk to you in five languages.

What it cannot yet do is type your letters automatically, but engineers are working on it.

PDAs have all the functions one would expect in a pocket-sized PC — a database, word processor, "agenda" or diary, and a calculator

PDAs have all the functions one would expect in a pocket-sized personal computer (PC) — a database, word processor, "agenda" or diary, and a calculator. But the engineering wizards in the companies manufacturing these marvels of miniaturisation, have come up with distinctive extras which they hope will catch the imagination of executives.

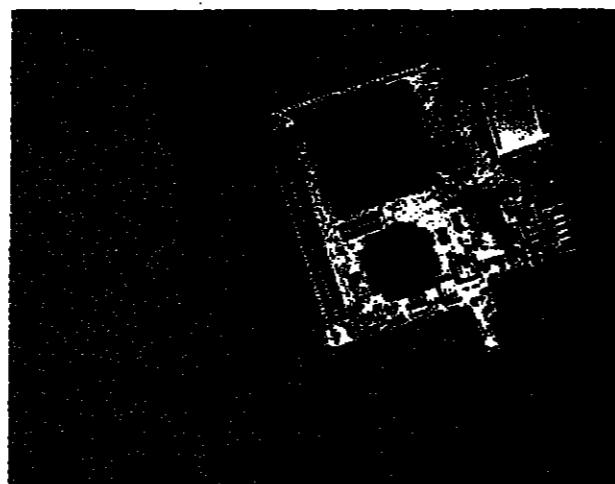
Take the Psion Series 3 palmtop, described by the makers as "the most powerful pocket-sized computer in the world". Tell it where you are, and it will supply the dialling code for more than 400 cities at the touch of a button. Match that with a list of telephone numbers stored in its memory, and you can keep in touch with contacts around the globe.

Apart from that it has features which can keep the bored executive amused for hours on end — if you have time to read and understand the lengthy instruction books which come with most PDAs.

Hewlett-Packard, on the other hand, describes its HP 95LX as a "true companion to

the desktop PC". What this means is that anything the desktop can do, the HP 95LX does on a smaller scale. Worksheets, documents, letters and other files needed on your travels can be transferred from your desktop to your pocket computer. It can also print out any document on an equally portable printer.

The Sharp IQ-9400 is an electronic organiser that enables you to have on hand a wealth of reference material, such as a thesaurus, incorporating a spell-check facility, bilingual dictionaries for English/French and English/German, and an eight-language translator of common phrases, which includes Japanese. It also has a to-do function, which acts as a reminder of essential tasks for the day.



The electronic secretary dissected (Picture: Trevor Humphries)

Guide to European companies. All these PDAs have one disadvantage, especially for touch-typists. As one user said: "To use the keyboards, you need a pencil-sharpener for your fingers."

This is where the Amstrad Notepad comes into its own. The keyboard is 11½ inches wide and comfortable to use.

Although it cannot fit into your pocket, it will easily slot into your briefcase. The Amstrad's main selling point is: "If you can't use this computer in five minutes, you get your money back". Only the worst cases of colour blindness are likely to be asking for the return of £199.99.

What these portable PCs can't yet do is keep you up to date with world events. The Philips World Receiver radio is

small enough to fit into a pocket, yet sophisticated enough to tune into stations worldwide. It has a world map on a liquid crystal display, 13 shortwave bands and direct frequency key-in with 18 presets. Competing against it is the Sony ICF SW55, with a 25 station name memory.

Most PDAs have built-in alarm calls, but none can boast the accuracy of a new clock from Junghans. An internal antenna picks up a radio time-signal from the National Physical Laboratory, and the clock resets itself automatically. It even adjusts for British Summer time and, across the Channel, it will reset itself to local time.

A regular little chatterbox is the Interpreter, which speaks fluent English, French, German, Italian and Spanish. Enter a key word, such as "car", and it displays "Can I hire a car?" instantly. Press a button for German, and it will speak: "Darl ich ein Auto mieten bitte?" Its memory includes 700 commonly-used phrases across 14 categories, and, in total, it could talk for 20 hours without repeating itself.

Battery shavers have been available for some time, but none has been as light as the latest models. The Braun Pocket Battery Traveller weighs only 224 grammes with the batteries, and includes a pop-up long-handled trimmer. The Philips have also included a trimmer, and has a battery which lasts for two weeks after an eight-hour charge. The Philips Ladyshave can be used in and out of water, and its two batteries last for 35 minutes.

A real boon for women who need hair rollers is the latest Carmen Curl. Instead of electricity or gas, it relies on activated carbon sachets which are first shaken and then inserted

into the rollers heating them automatically.

The latest dictation machines are lighter than ever before. Sony claims that its M-908 is the "world's smallest tape recorder". It is 87.6mm long, 64.8mm wide, 18.5mm high and 1.5mm

deep, or about 2½ inches square by less than an inch thick. Philips relies on its more conventional Pocket Memo range, which weigh from 145 grammes to 185 grammes.

Afar the day's work, what better than a round of golf on a famous American course? It

might be thought of as a toy, but the Pro Golf II offers wind and weather variations, and even your swing can be adjusted. You can hook, slice, land up in a bunker or produce the perfect putt from the edge of the green. With a little practice, you can play like Nick Faldo — theoretically, of course.

The business traveller, equipped with all the gadgets available these days, is bound to need something special in the way of luggage. What bet-

ter than a Piggyback trolley case which converts into a luggage cart? Simply raise the pull handle, fasten other cases with the retractable strap, and you are laughing while everybody else scrambles for a trolley.

Bon voyage...

Personal digital assistants: Amstrad Notepad — £199.99; HP 95LX palmtop — £329; Sony Data Discman — £349.99; Psion Series 3 256K — £349.99; Sharp Palmtop Computer PC2000 IBM PC compatible — £599; Olivetti Quadrant — £680; Sharp IQ Electronic Organiser — £179.99; Radio: Philips World Receiver AE3905 — £199.99; Sony ICF SW55 — £249.99.

Personal care: Philips HS225 rechargeable — £57.99; Philips Ladyshave — £19.95; Braun Pocket Battery Traveller — £19.95; Carmen Curls — £10.15.

Games: Pro Golf II — £99.95. Translators: Interpreter MkII — £149.95. Luggage: Silhouette Piggyback — £175.



Marvels of miniaturisation: these PDAs can do most things expected of a secretary (Picture: Trevor Humphries)

Stewart Dalby pages through the guides to countries and airways

Only the best connections

THE BIBLE for air travellers going from or through Britain has long been the ABC World Airways Guide, published by the Reed Travel Group.

This year, following extensive research, Reed has published an upgraded version of the guide called, ABC World

Airways Corporate Edition. As well as steering air travellers through the complexities of airline schedules, it includes information on 450,000 domestic and international flight schedules and connections for the world's airlines, the guide gives full airport and destination details, a survey of airline business and social hints.

ABC World Airways Corporate Edition is published monthly in two volumes. An annual subscription costs £206.

For business travellers who like to plan their own itineraries or to make changes en route there is a family of three pocket-sized ABC Executive Flight Planners.

These are condensed versions of the ABC World Airways Guide. They are also published monthly and cover Europe, the Middle East, Africa, Asia and Pacific, and the Americas. Each one includes details of direct flights to, from, and within each region, plus the most useful travel connections.

An annual subscription for 12 monthly editions costs £29. Reed Travel Group is in Church Street, Dunstable, Bedfordshire, LU5 4FB (telephone 0581 600111).

A third publication by the Reed Travel Group is the ABC Rail Guide, which includes timetables and fares. Updated every month, it covers all services in London and southern England, with complete details of rail services and fares between all Britain's main towns and cities. It costs £72 for an annual subscription from the publishers. It is also available from most leading bookshops, price £5.25.

During the 1980s so many general travel and guide books were published that the choice is endless.

For European connections and rail routes, a good guide is Thomas Cook European Rail Timetable. This costs £7.95, including postage, or is available on an annual subscription for £55 from Thomas Cook Travel Management, PO Box 36 Thorpe Road, Peterborough PE3 6SR.

Thomas Cook publishes a number of other specialised books on air travel as well as its renowned guidebooks. Some of these are also available in a computer disk format, for an IBM-compatible personal computer.

During the 1980s so many general travel and guide books were published that the choice is endless.

Sarah Anderson and Simon Gaul, the joint proprietors of the Travel Bookshop, have written, *A Guide to Guide Books Abroad*, 1992, published by Thomas Cook at £50. The Travel Bookshop is in London's Notting Hill at 13 Blenheim Crescent, London, W11 2KF (telephone 071 223 5280).

The pamphlet makes the point that original guide books published in the 19th Century, such as Baedekers, John Murray, Cooks and Augustus Hare, are worth collecting and are also good value in revised editions.

Many travellers today still find them useful because of the good descriptions they often provide of buildings.

Another point which emerges is the predominance of two different types of guide — those catering for economy travellers and for those aimed at tourists in search of culture or gourmet food. Among the success stories in the 1980s have been Rough Guides and Lonely Planet publications, which tell how to travel cheaply.

For slightly better-off tourists, Michelin guides, Travelers' Handbooks and Blue Guides remain great favourites.

Four other guide series, in particular, are worth mentioning. Fodor, a US group, is long established and publishes a wide range. They list top hotels and good restaurants. They are updated each year, and cater mainly for American travellers. Fodor guides cost just under £10 in the UK.

Diplomatic and business contacts who travel frequently in eastern Europe swear by Insight guides. They are often written by local authors and the first chapters consist of a series of essays on history and culture.

Simon Gaul at the Travel Bookshop recommends the Cadogan guides, which are relatively newcomers and are aimed at the upmarket traveller. They are well produced and seem well suited to the business traveller.

The Berlin guide, for example, opens with practical hints, followed by sections on history, suggestions for walks and other attractions. Prices for Cadogan guides start from £9.95.

I prefer The Economist guides which have sections on the economic scene, the industrial scene, business awareness planning and references, as well as practical information such as the addresses of embassies. But a problem in being so succinct and topical is that these guides quickly become out of date.

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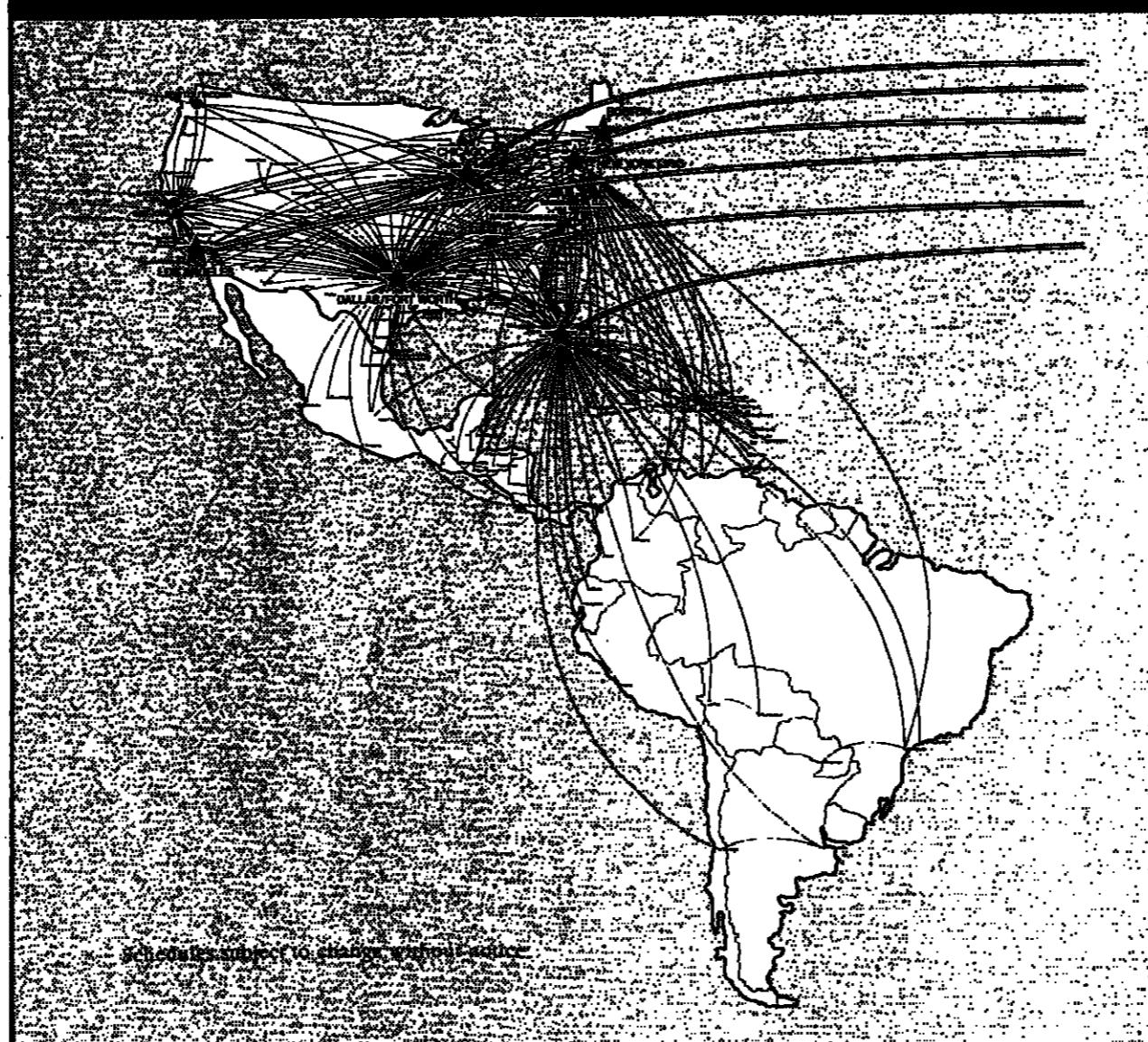
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BUSINESS TRAVEL 10

Flyover: Line-up of cars for hire at Heathrow
(Picture: Colin Beere)

CUSTOMERS renting cars have never had it so good. It is now quicker, easier and cheaper than ever before to rent a car.

A combination of the recession and new market entrants has brought innovation and more competitive prices as car rental supply now outstrips demand.

All the leading companies – and there are six significant players in the UK market, Avis, Hertz, Europcar, Budget, Eurodollar and Alamo – have introduced one or all of the following: express desks to save queuing, virtually inclusive prices to eradicate those surprising extras on the bill, speedier reservations and reward schemes for frequent users.

American car hire giant Alamo's foray into the UK market probably started the price war. Although it is one of the smallest operators in the UK, its aggressive pricing has been successful at its 17 locations in the country. Some are off-airport.

"We're value for money, it's a realistic price we offer," explains Alamo UK marketing manager Janet Ball. Alamo operates on a national tariff, whereas some of the other car rental companies have different prices for airport and central London rentals. Like its competitors, Alamo has an express product for corporate users. This includes an express desk to avoid queuing, upgrades, guaranteed rates, special offers and discounts. Next year will see the UK launch of its charge card in a further bid to speed up the payment procedure.

The equivalent express product is Club Gold at the much larger operator, Hertz. Geared to the frequent user, it offers no queues, no form-filling or signatures and personal recognition at the counter. It was launched in Europe 18 months ago and is now available at 50 airports in Europe and at 170 in North America.

Avis goes one better, as before the UK market leader, with an Avis Club umbrella product driven by a personal ID number. This has several benefits. One is a reward scheme called Avis Options launched in May this year with low attainment levels. For example, rent once and receive free parking at Heathrow. Also launched this summer was Best Deal Promise, which triggers the best price from wherever you rent as long as you are an Avis Club member. Preferred Service is geared to a paperless transaction. By signing a direct debit no paperwork is necessary and you go straight to your name box and collect the keys to your car. Also a queue bypass facility called Avis Express has been running for some years.

"You could argue that the recession has brought this on," says Bruce Tranter, sales and marketing director of Avis UK. "People have been educated to think about bargains and prices are being driven downwards."

Book a Group A car (the lowest category car at no extra cost, book a Group B car and drive a Group C car instead. And upgrades are not the only perks. Since the recession started, time and mileage tariffs have been substituted by an all-inclusive tariff (CDW – Collision Damage Waiver) but you will probably still have to purchase PAL (Personal Accident Insurance).

Europcar UK has probably suffered more than most during the recession but has responded with innovation. In autumn it launched an all-inclusive rate called UK Traveller starting at £39.50 a day for a Group A vehicle. But it is not available to the casual walk-up customer; the car must be booked through central reservations to ensure the rate and it is inclusive of unlimited mileage, CDW and value added tax. The only extra is PAL.

UK Traveller is one of four products the company launched in September to simplify car rental. They aim to take the mystery out of car rental rates. It's one of the biggest issues facing our industry," says Tim Harford, managing director of Europcar Interrent UK.

"We've got to be a little bit different from Hertz and Avis. The industry leaders have adopted gimmicks, like theft protection at £2, £3 or £4 per day but our CDW includes loss arising from accident damage or theft," says Mr Harford.

The other three products launched in the autumn are UK Traveller Plus, designed for small to medium-sized corporate users spending under £75,000 a year on car rental, which will trigger an unlimited mileage rate.

The third product is Local Traveller designed for the leisure user and starting at £32 a day inclusive of CDW and VAT. The last product is Weekend Rates, including unlimited mileage, CDW and VAT on two, three and four-day weekend rates from £53 a day.

Budget pipped Europcar to the post as regards its rates-driven launch this year.

Budget launched fully inclusive rates in July, valid until the end of the year for business travellers at 3,000 locations in 46

countries. The lead-in booking time has been reduced from 24 hours to just 12 hours. (Book through central reservations or on its freephone number.) The minimum rental period is one day. The rate includes unlimited mileage, CDW, all taxes and, unusually, PAL.

"Businesses are really looking more closely at what they're spending their money on," said a Budget spokesperson.

"Some companies are taking out the pool car and substituting a rental car as and when required. It's far cheaper that way."

The \$6,000 dollar question is how long can it last? More and more car rental companies are now located on-airport, which has intensified competition and driven down the margins.

"Margins are not good in the short term," admits Mr Tranter of Avis, "but we're offering better products so we'll get bigger volume."

"The industry is not in the medium term going to be able to offer the same level of deals," believes Europcar's Harford. He believes that as car rental companies have to start to absorb the residual values of second-hand cars so rates to corporate customers will increase, by around 10 per cent. "The margins are very thin on major accounts," says Mr Harford. "We're under great pressure."

Gillian Upton

Editor, Business Traveller magazine

HOTELS

Small, intimate and private

BIG IS not always best when it comes to choosing an hotel. Cavernous lobbies, throngs of people queuing to check in or check out, or to use the lifts, restaurants and conference facilities are not everyone's idea of a hotel stay.

And it need not be. Smaller, independently-run hotels have come into their own over the past few years as they are the antithesis of the big, impersonal, all-steel and glass hotel of the Eighties.

The smaller hotel sells itself on intimacy, privacy and a more restful atmosphere.

The big chains obviously still offer advantages such as a spread of properties worldwide and consistency of product – especially preferable in Third World countries. Membership of loyalty clubs in the big hotel chains offers benefits such as early check-in, late check-out, room upgrades, room guarantee at busy periods, and so on.

Standing up for the Small is Small's lobby is Small Luxury Hotels of the World (SLH). It was launched as a hotel consortium in January 1981. Some

90 hotels situated in 16 countries, not one of them part of a large chain, they are mainly in the four- and five-star hotel categories. Members include Raffles in Singapore, the Lancaster and Balzac in Paris and the Ritz in London.

"People don't like standardisation any more. We offer a more personal service," said Brian Mills, managing director of SLH. Not all SLH properties have 24-hour room service or business centres but all have concierge and valet.

In tandem with this move has been the emergence of smaller-sized hotel groups – in the deluxe and lower echelons – which also offer this same mix of comfortable ambience and high quality service, in hotels not usually offering more than 200 rooms. For example, the exemplary stan-

dards of the Rafael group of hotels, all in old character buildings, such as the Rafael-managed 132-room Breidenbacher Hof in Dusseldorf.

Meanwhile, much larger, deluxe hotel groups synonymous with ultra modern buildings are surprising the travelling public. Four years ago, Inter Continental opened in a beautiful landmark building called The Willard in downtown Washington DC. The Hyatt hotel chain has segmented into smaller properties called Park Hyatt. The Four Seasons-owned Regent group is soon to open in a 14th Century former monastery in Milan.

In the UK, some of the four-star properties in the Edwardian Hotels Group are located in old buildings. For example, a row of 10 Regency terrace houses was converted into the

224-room Vanderbilt Hotel on London's Cromwell Road.

Another group, Sarova, which has half a dozen four-star hotels in London, has a few gems, such as the Rubens, a 189-room hotel in Victoria dating back to 1912. Rooms are decorated in Regency style.

Common to all these hotels, large or small, is new technology, which is releasing hotel staff to spend more time on customer service. The InterContinental hotel chain, which, together with Sheraton, are the foremost business-oriented hotels in the world, is using high-tech in this way.

Members of InterContinental's hotel loyalty club, called the Six Continents Club, receive an innovative no-stop check-in as well as a raft of usual benefits such as priority reservations, late check-out and room upgrades. Each customer is pre-registered, collected from the airport and, five minutes before arrival, the driver calls ahead so that the car can be met by the guest relations officer and the customer whisked straight to his/her room. This has been tested for the past six months at InterContinental's London, New York and Berlin properties.

"That's infinitely better than seeing the top of their head behind a counter," explained Bob Collier, senior vice-president strategic marketing at InterContinental.

Holiday Inn has realised that its least motivated and lowest paid workers get to meet the customer first, at the front desk. In an attempt to improve customer service it is introducing two technology-driven

enhancements, better training

modules, particularly for these staff, and a more sophisticated reservation system which should respond more quickly and find room for the long-stay customers which were being refused bookings through its incumbent system, Holdover.

Technology-driven customer profiles are standard to most hotels. Spreading fast are toll-free booking numbers (free-phones), points for a fax or laptop, video check-out, breakfast ordering by TV (available in Marriott and Sheraton hotels), Voice Mail (an answering machine in the room pioneered by Westin hotels), and live reservation systems which allow the customer an instant confirmed booking. In general, new hotels are in the vanguard of high-tech gadgetry.

Smart, independent hoteliers can still offer some of the technology advantage, without the capital outlay, by joining a marketing or reservations consortium. SLH's much larger rival is Leading Hotels of the World (LHW) while in the three and four-star sector there is, for example, Best Western and a relative newcomer to Europe, Flag International.

Gillian Upton

Gillian Upton on problems faced by businesswomen

Unladylike practices

"IT'S RARE to find a friendly receptionist who isn't patronising and who doesn't talk everyone in the reception area what your room number is."

"Stewardesses pay little attention to women travellers; they are far too busy fawning over male business travellers."

"Restaurants seem embarrassed to have women eating alone and put them in a corner and frequently forget them."

These quotes illustrate some of the problems encountered by the growing band of female travelling executives. The comments have been taken from various surveys of women travellers undertaken by The Businesswoman's Travel Club (BWTC) since setting up in the UK in the late Eighties to persuade the travel industry – principally airlines, hotels and restaurants – to change its attitudes towards women and to take account of their practical and security needs.

The travel industry has been slow to wake up to the needs of female business travellers. It was so easy when the majority of business travel was undertaken by men: facilities and services were developed to meet their needs expressly.

But two things have changed. The global recession has forced the travel industry to go after any business, particularly those smaller market segments they could afford to ignore in the good days. Second, the growth, albeit from a small base, in the number of travelling women executives has been significant over the past couple of years.

American Express believes that the number of women travellers in the UK alone has jumped from 11 per cent in 1989 to 17 per cent last year.

Hotels generally have to be credited with attempting to improve in-room facilities over the period although this improvement is not industry-wide. Hotels aware of the problems have installed skirt hangers, hair dryers, better lighting, better-positioned mirrors and bathtubs. But there is still a problem getting irons in rooms.

Other items that women travellers have lobbied for fall into the security area so are pertinent to both sexes. Most good hotels now have in-door spy holes and door chains.

Product enhancement in hotels (and some in airlines, male or female overnight toli-

etary kits, for example) and female images in industry advertisements have silenced some of the critics, but staff attitudes have not changed.

Far Eastern airlines, in particular, still fawn over the men. At check-in, air hostesses often ignore women, presuming them to be travelling with the man in front and also presume women have a greater tolerance of crying babies by sitting them next to mothers with children. Stewardesses still assume a woman is sitting next to a woman is her husband.

Hotels and restaurants generally adopt the same attitude, assuming that women are not there on business. Even though a woman has made it clear she is the host, the waiter will still give the wine to the man to sample and also present him with the bill. It is common to hear of restaurant staff to take account of their practical and security needs.

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It is no wonder that so many women choose not to patronise hotel bars and restaurants and opt for an in-room video room service. Some hotels attempt to circumvent this problem by reserving a table in their restaurant for individual women to meet and eat together. One London hotel which runs this is the Langham Hotel. "Our biggest complaint from women was having to sit in their room on their own," explained general manager Ruth Jägersbacher.

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Jeffrey

FINANCIAL TIMES SURVEY

ENERGY EFFICIENCY

SECTION IV

Tuesday November 17 1992

The present energy glut contrasts with the 1970s oil shortages which turned conservation into a burning issue. Today the efficient use of energy is regarded as good for business and vital for the earth's environment, says David Lascelles

A change of priorities

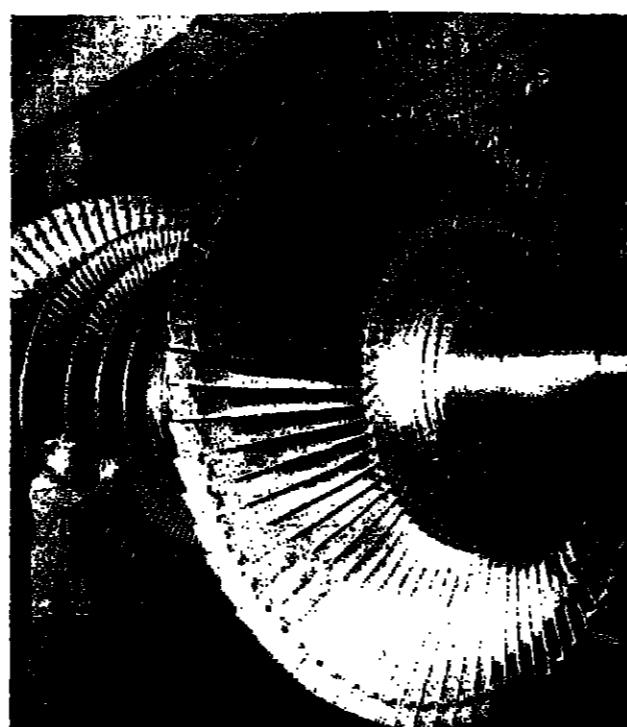
WHO needs energy efficiency?

Why bother about conserving energy if fuel resources will be abundant well into the next century? Why invest in more efficient machinery if the price of oil is at its lowest in real terms for 20 years? Why alter your lifestyle if it is not endangered?

Alas, for the energy efficiency industry, there are no compelling answers to any of these questions, which probably explains why many of its members are gripped by a sense of frustration these days. The old arguments about looming scarcity, insecure supplies and threats to ways of life have lost their sting. The world has survived the nightmare scenario of a major war in the Gulf with its energy lifelines intact.

It may be, of course, that the prevailing attitudes are profoundly misplaced and are fostering a dangerous level of complacency. Yet the abundance of world energy resources was reconfirmed only two months ago at the World Energy Congress in Madrid. The WEC's experts said: "...there is no global shortage of primary energy now, and none is anticipated to 2020."

The WEC also concluded that the price of oil, which effectively dictates all energy prices in the long run, will rise little in real terms before the



Efficiency is important both for suppliers and users: (above) a GEC steam



turbine; (right) a low-energy Laing home in Potters Bar, London

second quarter of the next century.

"Nobody will feel pressures in the next five to 10 years by using energy at the same level of efficiency as they do today," says Dr Lee Schipper, an energy efficiency expert at the Lawrence Berkeley Laboratory of the University of California. He recounts that while recently staying at a hotel in Stockholm, the shirt he sent for cleaning was handled by a laundry 30kms out of town. "That shirt travelled 60 kms just to be washed," he notes.

So what do the conservationists have going for them today? They can still rely on the puritanical streak in advanced industrialised countries which accepts that energy conservation is a good thing in itself. They can also count on the steady underlying gains in efficiency which happen anyway, spurred by competition and the spread of technology, amounting to about one per cent a year.

Large strides continue to be

tained no deadlines or targets on carbon emissions and was widely denounced as a flop. Since Rio, the persistence of the world recession has further dampened enthusiasm for measures at either global or national level.

In the UK, the crisis over the run down of the coal industry could even lead to postponement of the carbon emission targets because the government may be forced into promoting coal use to save miners' jobs.

This year's Earth Summit in Rio de Janeiro provided a focus for action. But the debate there showed "deep divisions within the industrial nations about the seriousness of the threat. The member countries of the European Community adopted a target of reducing their carbon dioxide emissions to the 1990 level by the year 2000. But the US remained unconvinced of the need for such defined goals.

As a result, Rio failed to produce a concerted plan of action. The international treaty on climate change which was adopted there con-

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Much of the problem is that individuals and businesses are reluctant to invest in energy efficiency. Dr Colin Myer-sough, director of industry and general policy at the UK's Energy Efficiency Office, identifies three main barriers: lack of information, low capital priority, and hidden costs such as extra wiring needed to install energy efficient appliances.

There are further barriers in a tax system which favours domestic fuel consumption over conservation equipment, and a regulatory regime which rewards the electricity industry for selling as much electricity as it can.

This means that governments will have to take the lead. "Energy efficiency can only become real if tens of thousands of people invest money in it. And that means governments spending money," says an official at the Paris-based International Energy Agency.

The potential for efficiency improvements is, by common consent, very high.

In a study for the Stockholm Environment Institute, Dr

Schipper forecast that energy intensity would fall by 24 per cent by the year 2010 if existing trends continue. But if an "efficiency push" was launched through a 25-50 per cent increase in energy prices, energy intensity would fall by 41 per cent. Some of the biggest gains would come through more efficient home heating, and a rise in the miles per gallon achieved by the average automobile from 26 to 35.

But with a "vigorous effort"

based on energy prices 50-100

per cent higher, energy intensity could fall 60 per cent.

Here, cars would do 60 mpg, aircraft would consume half as much fuel as they did in 1985,

and home appliances 75 per

cent less electricity than they

do today. The spur to change

on this scale, Dr Schipper says,

would be "a massive commitment to reducing carbon dioxide".

As things currently stand,

however, changes of this order

are little more than pie in the

sky. The World Energy Con-

gress concluded that the

annual global increase in

energy efficiency should be

raised from its present level of

1.8 per cent to 2 per cent - a

small enough rise in appear-

ance but one which, in practice,

could prove painfully hard

to deliver.

"The message of the WEC is

that western industrial coun-

tries can do something about

energy efficiency, and ought to

- to help conserve energy

resources and protect the envi-

ronment," says Mr Richard

Tinson, director of the

National Energy Foundation, a

UK charity which promotes

energy efficiency in the home.

But the sluggish response to

calls for greater efficiency does

not necessarily mean that the

case for energy efficiency lacks

force: the existence of a large

energy efficiency industry,

ranging from research through

manufacturing to proliferating

consultancies is evidence that

large sums are spent in this

area. However the case cannot

have been made sufficiently

convincingly if potential and

reality remain so far apart.

Time will tell whether the gap

is due to imprudence or a hard-

nosed reading of the facts.

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■ MOTOR CARS: road vehicles are becoming cleaner and more efficient, but the trend is outweighed by their huge increase in numbers

■ HEAVY INDUSTRY: energy intensive industries have slashed their fuel bills

Page 7

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ENERGY EFFICIENCY 2

MEASURES to improve European energy efficiency are under threat from economic slowdown, rising transport volumes, integration of the former East Germany and arguments about the acceptable form of an energy tax.

Those are the underlying messages of recent environmental reports from the European Commission and of its investigation into new directions to encourage energy efficiency.

The EC's use of energy has risen steadily in the past decade, mainly because of the growth of road and air transport. The most recent comprehensive figures show that in 1989 the EC – which did not then include the East German Länder – consumed 752.8m tonnes of oil or oil equivalent (mtoe), an 8 per cent rise on the 1981 level.

During that period the use of energy by transport, which accounts for nearly a third of EC energy consumption, grew by 31 per cent, more than offsetting the 9 per cent fall in

industrial use of energy. The EC has a long-standing target of improving the efficiency of final consumption of energy by 20 per cent between 1985 and 1995. At the Rio Earth Summit in June it added a second energy-related objective: the stabilization of emissions of the "greenhouse" gas carbon dioxide, mainly produced by burning fossil fuels, at 1990 levels by the year 2000.

The EC's record is by no means the world's worst – in

European energy use has risen steadily with the growth of road and air transport

1989 the 12 EC countries emitted 760.9m tonnes of carbon, or 12.9 per cent of the world total. That translates to 2.34 tonnes per capita, less than half the US's level of around 5 tonnes per capita and compared with 0.2 tonnes per capita for developing countries.

However, it has been clear

that the EC targets would be unachievable without new measures. The Community's policy has had three main planks: its SAVE programme to encourage energy efficiency; a proposed tax on energy and its carbon content to encourage energy conservation; and separate national measures.

SAVE – the Specific Action for Vigorous Energy Efficiency (SAVE) programme – was proposed two years ago following anxiety that the Community was making little progress towards its targets.

The latest draft directive, published in June, lists seven measures for countries to take:

- certification of carbon dioxide emissions from buildings caused by energy use;
- billing heating, air-conditioning and hot-water costs on

the basis of consumption, not flat rate tariffs;

- promoting third-party financing of energy efficiency investments in the public sector;
- thermal insulation of new buildings;
- regular inspection of boilers;
- regular inspection of cars; and
- energy audits of businesses.

Expectations of SAVE were initially high. In the November 1990 proposal for the programme, the European Commission projected that SAVE would reduce the final demand for energy in the EC in 2010 by 100 mtoe per year, a reduction of 12 per cent compared with levels if the programme was not introduced. It would also cut primary demand for energy in 2010 by 160 mtoe per year,

and cut carbon dioxide emissions by more than 500m tonnes per year – more than 15 per cent lower than projected levels.

However by June 1992 estimates of its impact were nearly nine times lower – a reduction in carbon dioxide emissions of only 6m tonnes.

Mr Andrew Warren, director of the European Association for Conservation of Energy, says "SAVE is a sad thing compared to what was originally envisaged. Nowhere does the draft directive specify what countries must do, beyond taking appropriate measures". Originally there were quite specific standards.

One reason for the scaling down of projections appears to be cost: countries and their national utilities have been

reluctant to foot the bill for the necessary investment and marketing, particularly in mid-recession. A second reason appears to be that political attention switched to the more ambitious and more controversial proposals for a carbon or energy tax.

EC countries have made clear that they cannot hope to stabilise carbon emissions without a tax, and the Commission has proposed an initial level of \$3 a barrel of oil or oil equivalent, rising to \$10.

The German government has given particularly strong backing for the proposals, partly because the integration of the former East Germany has sent its carbon emissions soaring.

Of the 1bn tonnes of carbon dioxide emitted by Germany each year, around a third

comes from the eastern states although they have only a fifth of the combined population. They are still heavily dependent on lignite, a particularly "dirty" form of energy. Although lignite, or brown coal, is gradually being phased out, the number of cars in the east is rising fast – the government projects it will soon double.

However, German industrialists have bitterly attacked their government's support for

economic slowdown – which is just beginning to affect several of the continental European countries – is making the EC's energy efficiency and conservation measures more difficult to implement. At present, in spite of several years of intense discussion, much less progress has been made than was envisaged and the targets still look elusive. The one compensation is that recession is also reducing the demand for energy and reducing the emission of unwanted gases – but that is not a long term solution.

IT IS said that Bob Crandall, head of American Airlines, walks through company headquarters switching off lights before leaving work in the evening.

Mr Crandall's idiosyncratic approach to reducing energy consumption, though perhaps apocryphal, illustrates US industry's changing attitude towards energy efficiency in a nation wary of regulation.

The departing Bush administration has been sharply criticised by environmental groups and politicians for its reluctance to mandate any legislation towards environmental protection, preferring to rely on incentives to encourage corporate and industrial responsibility.

President Bush's credibility as the "environmental president" was shaken severely at this summer's Rio Earth Summit, partly by his reluctance to attend the summit at all, and partly by his moves to weaken a treaty to combat global warming and his refusal to sign a treaty to protect endangered species.

With a new administration ready to take office at the end of the year, a large question mark hangs over industry about future policies. It seems safe to assume that the new administration will be more receptive to legislation aimed at encouraging efficiency and

protecting the environment. Vice president-elect Al Gore has a reputation as an environmental activist. But it seems equally probable that the Clinton administration will continue to pursue an environmental policy which does not undermine jobs or the economy.

In the area of petrol consumption, for example, Mr Clinton's position appears somewhat flexible. During the election campaign, Mr Clinton said he supported higher fuel economy standards of 40 to 45 miles per gallon from their present levels of 27.5mpg. Following a study by the National Academy of Sciences which raised questions about the practicalities of increasing fuel economy standards above 37mpg, Mr Clinton indicated that the higher range was merely a goal.

Although the US has improved its efficiency significantly since the 1970s, energy efficiency does not come naturally to a nation with a wealth of natural resources. The US has about 25 per cent of the world's coal reserves, and low



Clinton and Gore: protecting employment will come first

energy prices, which do not reflect the full costs of production and use, have further encouraged consumption.

The biggest improvements in efficiency have been made in space heating and driving. But in other areas, such as homes, appliances and buildings, the US uses some 30 per cent more energy per unit of activity than other countries. In addition, it is estimated that the US emitted 22 per cent of the world's carbon dioxide in 1989, although it has less than 5 per cent of the world's population.

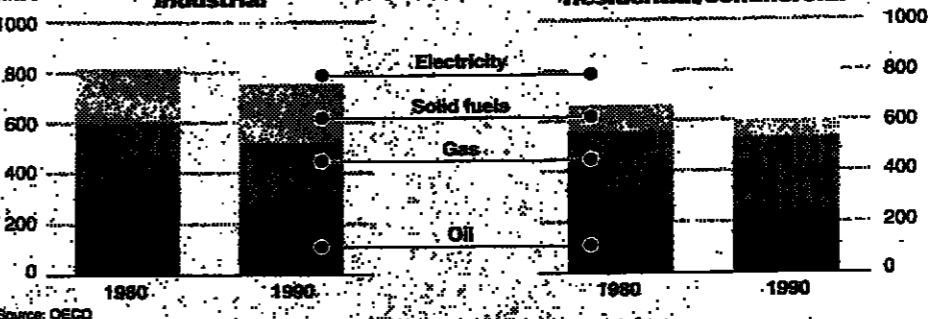
While there is a growing acceptance of the benefits of energy efficiency in the US, energy efficiency in the US,

ing that the Department of Energy could do more to improve the efficiency of electricity generation. According to Mr Nadel, power production efficiencies could be improved to about 40 per cent from 30 per cent by using modern generating equipment.

To date, the government's main thrust has been to persuade business that energy efficiency saves money. The Environmental Protection Agency (EPA) has developed an energy efficient lighting programme, called Green Lights, aimed at reducing air pollution by encouraging companies and local governments to replace existing lighting systems with more energy efficient equipment.

Participation is strictly voluntary, but the EPA has made great strides in persuading companies that they will save a significant amount of money by enrolling in the programme. According to the agency, more than 425 businesses have enrolled in Green Lights since it was launched in 1991. The EPA estimates it has been installed in 2,650 square feet

OECD energy consumption



of office space, saving about \$6bn a year in utility bills...

Following the success of its Green Lights initiative, the EPA recently introduced a second programme, Energy Star, to encourage computer manufacturers to produce energy efficient personal computers.

The programme is aimed at addressing the surge in electricity use among businesses,

largely because of the increased presence of high technology and power-dependent equipment in offices. About 5 per cent of electricity consumption in the commercial sector is used by computers, and this is expected to double by the year 2000.

Most of the biggest computer makers in the US, including Apple Computer and IBM, have

signed the EPA agreement to market energy-efficient personal computers and monitors which will automatically switch to low energy consumption when not in use. These measures could cut personal computer energy consumption in half, producing savings of about \$1bn in annual power costs.

In addition to the EPA's attempts to get businesses to improve their efficiency voluntarily, there have been some regulations passed in recent years to encourage efficiency. Around 20 US states now allow utilities to earn a return on their investments in conservation programmes such as energy audits. As a result, Pacific Gas and Electric offers customers incentives to

improve their energy efficiency, which the utility estimates will save about 18m tonnes of carbon dioxide in the next 10 years.

There is also legislation to set minimum efficiency standards for lamps, electric motors and small commercial heating and ventilation.

Some companies are implementing conservation policies of their own. Minnesota Mining & Mineral (3M), for example, has introduced a programme to reduce its energy use by 20 per cent between 1990 and 1995.

Meanwhile, industry and environmentalists alike can only wait to see what the Clinton presidency will mean for further efficiency initiatives in the US.

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Lessons

spanner
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ENERGY EFFICIENCY 3

Japan sets a cracking pace, reports Andrew Warren

Lessons for the west

JAPAN is widely acknowledged as the world leader in the field of energy efficiency and the exemplar for other developed industrial countries in getting value from the fuel they burn.

A wide panoply of financial and other incentives has been deployed by government and business organisations to help industry, business and householders to use energy more sparingly.

They include:

- free energy audits for companies of 300 employees or less;
- tax concessions on investment in new energy-saving equipment;
- credit for conservation measures, including co-generation schemes, from numerous sources, including the Japan Development Bank;
- low interest loans from the Housing Finance Corporation to help pay for insulation and efficient water heaters;
- annual observance of a national energy saving month every February.

It is not easy, however, to compare Japan's performance with that of other countries. The conventional mechanism for comparing different countries' programmes is to divide their Gross National

Product by energy consumption. This measure is favoured by the International Energy Agency and, by this yardstick, the Japanese record is truly impressive.

In the 15 years after the Yom Kippur War first alerted the world to the danger of energy profligacy, Japan succeeded in using 34 per cent less fuel to produce the same amount of goods and services. In contrast, the UK was using 25 per cent less energy per unit of GDP, the US 26 per cent less.

Relying only on the GDP/energy ratio can be misleading, however. A country which chooses to de-industrialise and concentrate upon service industries can appear vastly to improve its ratio, but in practice it does little to reduce wastage. Put simply, an insurance broker can create the same amount of GDP as a steel worker – but by definition he requires far less fuel to operate.

Nations which cut back on their manufacturing output during the 1980s can thus report superficially attractive energy efficiency improvement figures, the UK being an obvious example. That did not happen in Japan.

During the 1980s it developed into a powerhouse producing

many of the world's key consumer durables. Strong domestic demand gave Japanese companies a firm base from which to export, stimulating frequent model changes to keep demand high.

One can argue that Japan's discipline in energy usage was an integral factor in bringing about this economic success. A detailed study of the Japanese energy scene* yielded seven key conclusions:

- minimum efficiency standards are needed for industrial plant, for buildings and for appliances. These require regular updating and to be mandatory not voluntary.
- these standards need to be accompanied by "carrots". Japan uses a wide range of incentives, grants and regulations to encourage energy conservation investments.
- although fuel prices are appropriately 40 per cent higher than in Europe as expressed in conventional exchange rate terms, in terms of cost to disposable income the difference is not that great. It is a myth that higher fuel prices alone have stimulated Japanese energy efficiency.
- a successful energy efficiency programme can play a key role in expanding international competitiveness. Symptomatic of this is the recent initiative to inaugurate centres around the Far East to promote Japanese energy efficiency technologies as part of the world-wide response to the threat of climate change.
- successful energy saving programmes require long-term objectives, with policies set accordingly. Once introduced, initiatives are maintained and not, as in Britain, left to run on a stop-start basis.

Strong home demand in the 1980s gave companies a firm base from which to export

breach of the concept of "subsidiarity".

• most important is the establishment of the principle that economic growth does not require more energy use. (In the UK, by contrast, the decline in GNP since 1990 has been accompanied by higher energy use.)

This principle seems to be accepted by the Japanese people, most of whom do not wish to see more energy consumed than at present. Indeed, a majority are willing to sacrifice increases in living standards to improve the world's environment.

These conclusions were drawn from a recent extensive opinion survey of 3,750 Japanese. It was initiated by the Prime Minister's office, following his Government's commitment to stabilise greenhouse gas emissions. It was intended to provide evidence about how individual Japanese feel about the best way to achieve such stabilisation.

Only 32 per cent thought that more energy consumption was needed for an improved economy. Contrary to some Western stereotypical views of alleged Japanese indifference about the environment, 40 per cent said they were personally willing to retain present levels of energy use, and a further 14 per cent to reduce levels, to aid the environment.

* Lessons from Japan; Association for the Conservation of Energy, 9 Sherlock Mews, London W1M 3RH; £15



(Picture: Ashley Ashwood)

■ UNITED KINGDOM

A spanner in the natural gas works

THE major review of energy policy which was recently announced by Mr Michael Heseltine, the trade and industry secretary, could throw a spanner into the energy efficiency works.

Prompted as it was by the public outcry over closure of the coal pits, its unspoken purpose will be to find ways of sustaining demand for power, and particularly coal-fired power.

To people interested in energy efficiency, this can only mean one thing: less efficiency.

Although a review of environmental and energy efficiency targets is not officially on the agenda, ministers admit privately that these may well suffer from the pressure to burn more coal. Among the options before the government are to postpone deregulation of the electricity market in order to delay the switch from coal to natural gas, or to scrap part of the UK nuclear programme to make room for more coal-fired stations. Both these options would increase the UK's carbon emissions.

Mr Heseltine has promised a White Paper early in the new year, and says he will propose changes to the law if necessary. The irony is that this is happening only five months after Mr John Major, the prime minister, subscribed to pledges at the Rio Earth Summit to try and reduce emissions of harmful greenhouse gases.

Those pledges were going to be difficult enough to achieve at the best of times. Like other EC countries, the UK has promised to bring output of carbon dioxide back to its 1990 level by the year 2000. The level registered in 1990 was 160m tonnes. The government recently scaled down its forecast for the year 2000 (in light of lower-than-expected economic growth, principally). But at 160.2m tonnes it remains disturbingly high.

Government officials maintain that there is scope to bring that down by a further 20m tonnes, but it would require a major effort on the conservation front, since the UK is among the larger emitters of greenhouse gases in Europe.

The UK's overall position on energy efficiency is average for an industrial country. According to the Energy Efficiency Office, which is part of the Department of the Environment, it is comparable to West Germany and slightly worse than Japan in terms of energy consumer per unit of GDP. It does a lot better than the US. Its carbon dioxide emissions are about 2.7 per cent of the world total, and amount to 2.8 tonnes per capita, close to the European average.

Thanks to a string of energy efficiency and environmental measures, progress has been made on a number of fronts.

Industrial, power station, and domestic emissions have been stable or declining for the past two decades. One of the more promising developments is the growth of combined heat and power (CHP) schemes to produce usable heat as well as electricity. These can be applied to hospitals, large hotels and industrial sites. The environment department estimates that there are currently CHP schemes at 600 sites in the UK accounting for three per cent of electricity generated.

But emissions continue to rise in the transport sector, posing the toughest problems for conservation policy.

Mr Michael Howard, the environment secretary, has proposed road pricing or higher vehicle taxes to bring the growth in check, but the verdict must await a special study being carried out by the department of transport, and due for completion next year.

The number of cars on the road – which account for 80 per cent of road vehicles – has risen from about 2.5m in 1981 to about 3.8m in 1990. The Department of Transport projects that, the volume of road traffic will nearly double over the next 30 years.

Although Mr Howard has also expressed interest in the EC's carbon tax proposal, his support for it has been guarded. The official UK position is that the proposal should be studied, but with an eye on the downside as well as the up.

But the government's record on energy efficiency has come under attack from environmental and trade lobby groups for its failure to address what they claim are major structural problems.

Those groups, which represent the energy efficiency industry, point out that while economic growth fell in 1991, consumption of energy rose, meaning that the UK actually became less rather than more energy efficient last year. It blames "an overwhelming bias" towards supply rather than efficiency investments.

This includes the tax and regulatory system, and the absence of proper incentives for people and businesses to overcome the barriers to investing in energy saving.

The new Energy Saving Trust set up by the government will help British Gas and the regional electricity companies identify projects to help their domestic customers use energy more efficiently. It intends the costs of the investments to be passed through to electricity and gas consumers in their bills. However, environmental groups have argued that the Trust's impact on the UK's standards of energy efficiency is likely to be small.

The furor over the coal closures has shown that the UK's good fortune in being the most fuel-rich nation in Europe can also be a curse. Entire sectors of the economy and many jobs depend on demand for fuel, and this adds to the bias against conservation.

David Lascelles and Bronwen Maddox

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ENERGY EFFICIENCY 4

TECHNOLOGY for improving the energy efficiency of buildings has been around for decades. But the proudest claims for some of today's high-specification designs in Britain would make Scandinavians snigger, as they were achieving similar standards half a century ago.

Closer to home, a couple of hundred Salford council houses built in 1975 would still put to shame the figures touted by modern designers who insist they have made some giant step forward.

These endless cycles of "discovery" spring from the fact that buildings offer such obvious scope for improvement. They absorb almost half the country's energy output and emit twice as much carbon dioxide as that which belches from vehicle exhausts. Domestic buildings alone use half our gas and a third of the electricity.

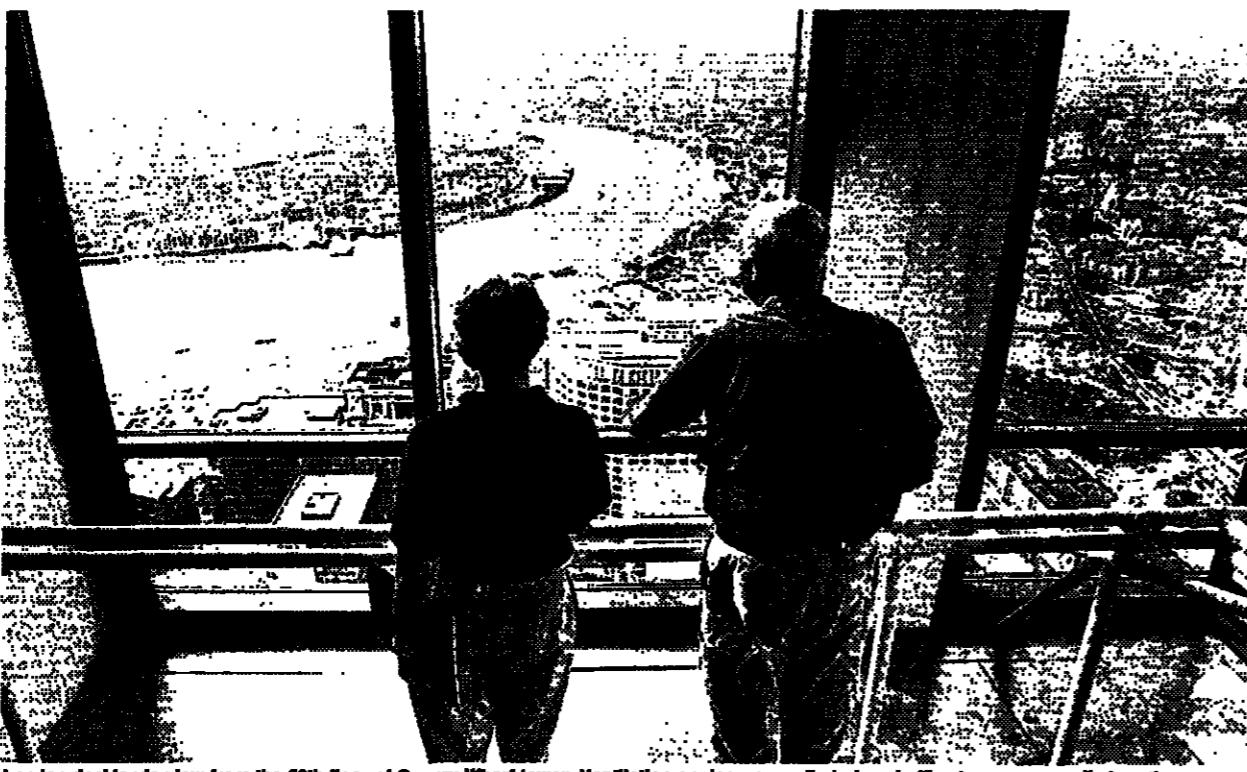
The problem is that energy efficiency has to be constantly re-invented. During booms, occupiers take anything they can get, in slumps few will pay extra for some nebulous long-term saving. Individual advances are forgotten then rediscovered.

Overall standards have improved enormously, however, as building regulations are cranked up to higher specifications. The latest upgrade was designed to make minimum insulation levels 20 per cent more efficient and many developers automatically work to a much higher benchmark.

New housing may fall far behind standards in other countries but still scores seven out of 10 on the National Energy Foundation scale compared with a miserable national average of four.

Using timber frames stuffed with insulation well above minimum standards helped Laing Homes score an average of nine out of one range of flats. Other factors such as siting and internal layout for maximum solar gain are also crucial.

A handful even manage a perfect 10. "In one flat this was achieved by switching to low-energy light bulbs while another was given a larger hot



London docks view from the 50th floor of Canary Wharf tower. Ventilation engineers say that glazed office towers generally trap the sun, warming the air and drawing ventilation naturally through such buildings. (Pictures by Ashley Ashwood)

Building standards have risen dramatically, says David Lawson

An ever-present challenge

water cylinder and fan-assisted storage heater," says sales director Pauline Land.

Custom Homes scored 9.7 on a show property at the Ebbw Vale Garden Festival by using a heat recovery system, and putting six inches of Rockwool

run of new houses. High land values usually force compromise in siting and internal layouts, while the current fierce price competition has seen some volume builders quietly drop high-profile experiments in super-efficient designs.

"Buyers are still not that keen to pay extra for better performance," says Ms Land. Running costs as low as £5 a week can appeal to first-buyers although the up-front price tends to take priority. Housing associations have more incentive to produce efficient designs because they rent to low-income families, but even they are often hamstrung by cost limitations imposed from above.

Commercial developers face similar problems of making

progress in a dead market. Air-conditioning became almost an industry standard for office blocks during the 1980s and both institutional landlords and tenants now expect such comforts. But they do not come cheaply.

"Annual energy costs can be as high as £23 a sq metre compared with around £4 for naturally ventilated buildings," says David Hitchcock of property consultants Richard Ellis.

Some experiments have set out to prove that reverting to older methods would not be regressive.

Two years ago Argent Group took advantage of the new BREEM system of energy rating created by the Building

Research Establishment to back designs for a "green" building

office block in Basingstoke.

"We feel occupiers were

already looking for buildings

that were both cheap to run

and environmentally friendly," says development manager David Partridge.

Glazed towers trap the sun,

warming the air and drawing

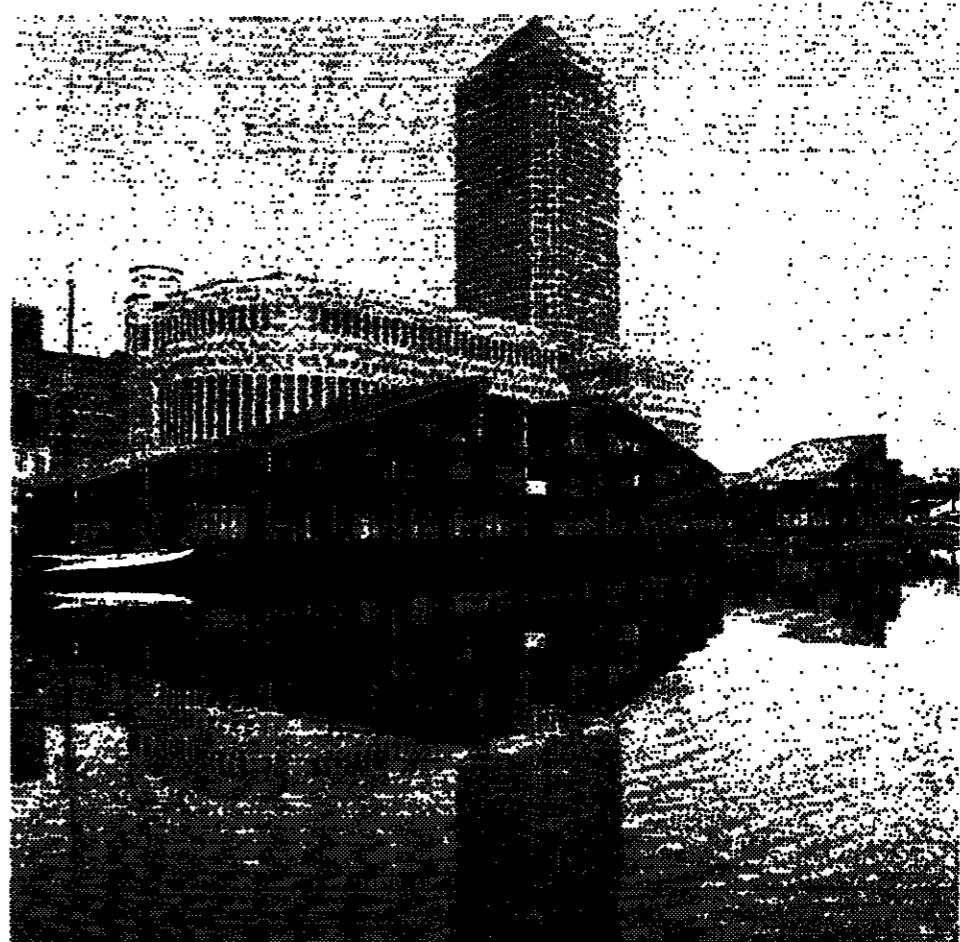
ventilation naturally through

the building. Energy costs

would have been 25 per cent of an air-conditioned block. But the slump intervened and the experiment remains unproven until some enlightened owner-occupier comes along — "the idea was right and could still be used somewhere else," says Mr Partridge.

Developers would welcome the chance to phase out air-conditioning, which adds as

much as 30 per cent to building



Part of London's Isle of Dogs with Canary Wharf tower in the background

enlightened developer like the Dutch pension fund PGGM, to install. That will be up to some future occupier.

Advances are being made, though. Another of Almack House, a prime 100,000 sq ft building in the heart of St James's, scored highly on the new BREEM system of energy rating created by the Building

Research Establishment to a

heat recovery system but, with a

pay-back as long as five or 10

years, it is beyond even an enlightened developer like the Dutch pension fund PGGM, to install. That will be up to some future occupier.

It can be made more effi-

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Erik Batstra of the fund's development subsidiary, Belt Mountains BV, is keen to push forwards the boundaries of efficiency because he wants to attract international tenants. And his experience in Germany is that they will not put up with power-hungry services just because this is the local market norm.

In fact, just as homebuyers hold the key to better housing, so business occupiers are crucial to the shape of future commercial buildings. "If we could persuade owners and tenants to accept a temperature band expanded by a mere degree or so, it would go a long way towards more efficient, greener — and cheaper — buildings," says Mr Hitchcock.

Developers dislike air-conditioning since it adds up to 30 per cent to office building costs

filled with salt water. These

are cooled each night with

cheap electricity, cutting the

cost of air-chilling during the

day. As a bonus, this reduces

heat recovery system but, with a

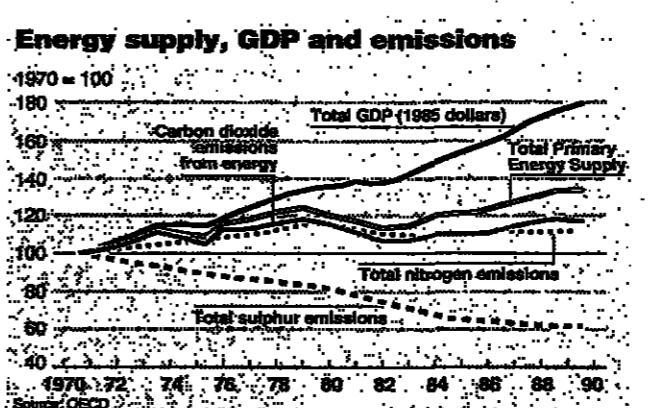
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market. Ex-Or, for example, is a company which designs and produces energy saving lighting control systems for industrial and commercial use. The company has recently set up a system for Marks and Spencer's largest warehouse at Hayes in Middlesex which ensures that lighting is turned off on the building's 249 storage racks when they are unattended. Since lighting can make up three-quarters of the electricity costs for such a facility, switching the lights off can make huge savings.

Contract energy management is a growth area in spite of the declining size of many UK companies. So far, intensive energy users such as paper processing plants and industrial processes which require a lot of fuel have proved the most eager customers. But the energy managers claim that most industrial and commercial operations have much to gain from taking their energy needs in hand.

Contract energy management is a growth area in spite of the declining size of many UK companies. So far, intensive energy users such as paper processing plants and industrial processes which require a lot of fuel have proved the most eager customers. But the energy managers claim that most industrial and commercial operations have much to gain from taking their energy needs in hand. With only a tiny percentage of the potential market supplied, contract energy management could be one of the few growth areas in the current recession.



business of contract energy management has grown, along with a trend that has led many companies to contract out various corporate functions.

AHS Unstar was created a year ago by the merger of Associated Heat Services with Unstar, previously part of the Shell group. The company now offers a panoply of energy management services as well as bulk purchasing for fuel.

However, companies specialising in specific areas of the energy management business are also carving a niche in the

market. Ex-Or, for example, is a company which designs and produces energy saving lighting control systems for industrial and commercial use. The company has recently set up a system for Marks and Spencer's largest warehouse at Hayes in Middlesex which ensures that lighting is turned off on the building's 249 storage racks when they are unattended. Since lighting can make up three-quarters of the electricity costs for such a facility, switching the lights off can make huge savings.

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The new Waterloo International rail terminal (seen in this artist's sketch) will be controlled by a Landis & Gyr energy management system

EVER since the UK's Energy Efficiency Office was set up just prior to the 1983 election, there has been a recurring theme concerning the potential savings that can be achieved by following the advice it provides.

A succession of energy and environment ministers – and, for that matter, two Prime Ministers – have gone on record, stating that the use of cost-effective technology and techniques could cut existing bills "by at least 20 per cent".

During this period only the relevant savings figures have altered. In 1983, the UK spent £350m per year on fuel; knocking 20 per cent off that figure would have saved £70m each year. In 1992 ministers now put the total UK energy bill at £500m – and the concomitant saving at £100m.

Such savings each year from fuel bills could then be spent on other goods and services. The economy would benefit from the increased cash flow, jobs would be generated by the extra spending, and the capital expenditure would be recouped – but in how long?

In its evidence prepared for the intergovernmental Panel on Climate Change (which itself did much of the groundwork for this summer's Earth Summit in Rio de Janeiro), the Government estimated in detail what could be achieved "if consumers were to take up the easily attainable and economically attractive opportunities that are available". It later published this work (through

Known techniques can bring big rewards, says Andrew Warren

It's all a matter of will



A thermostatic radiator valve: little things mean a lot

The Stationery Office as Energy Paper 39.

The technologies which have qualified for inclusion within the basic two year payback period have varied over the years, according to the price of fuels. But given the tightness of the requirement, they are currently relatively few: draughtproofing, compact fluorescent lightbulbs, some insulation, some thermostatic controls, a few industrial motors.

However, the Government report does acknowledge that the potential savings are very different. If alternative qualifying criteria are used, if investments with a five year payback period were permissible; if the best available economic techniques were always deployed (the BATNEEC principle); if energy efficiency was automatically the primary consideration – then the cumulative saving potential would be very different.

The truth is that this 20 per cent savings figure is predicated on the use of well-established techniques rather than new technologies. These primarily are "good housekeeping" (e.g. mending broken windows, servicing vehicles, closing doors) and "monitoring and targeting" of performance (e.g. logging fuel bills). Beyond that are "retrofit investments" with a payback period of around two years".

current levels. There is little doubt that, of the new measures which tripled this figure, the one most likely to deliver is the development of new energy-saving technologies. Or, more likely, the streamlining of many existing technologies to make them even more efficient.

In practice, it is the likely one the market-place is likely to welcome without some external stimuli – such as tougher standards or offering taxbreaks

British governments have long claimed that known methods could cut energy spending by at least 20 per cent

or grants to shorten five-year payback periods.

Even so, there are many examples of energy saving techniques and technologies which are not installed or used, despite their apparent economic sense.

That has been one of the main motivations behind the European Commission's THERMIE scheme. It is specifically intended to promote the rapid implementation of the best new energy technologies. As such, it can play a critical role

in improving energy conservation and the use of renewable energies.

Between 1975 and 1992, the UK received support of £218m (£cu312m) from THERMIE and its predecessor programmes. For both hydrocarbons and solid fuel research, the UK received easily its fair share of resources.

But Britain has not done so well from energy saving, or for renewable energy; it obtained only 12 per cent and 10 per cent respectively of the budget, although its fair share is closer to 18 per cent.

For 1993, THERMIE is due to enter a new phase. Increasingly, it will concentrate upon technologies designed to reduce environmental damaging emissions of carbon dioxide and sulphur dioxide.

Over recent months many other schemes designed by the EC to assist energy saving have been decimated.

□ Andrew Warren is director of the Association for the Conservation of Energy

upgrade energy efficiency standards, under the SAVE banner, has effectively become voluntary – and is thus likely to prove far less effective in reducing energy consumption, and hence carbon emissions.

Legislation which has been approved (like that on domestic gas boilers), will effectively deliver only one-third of the emissions savings originally identified. The ALTENER scheme for renewables is far less ambitious than originally projected.

Which makes the success of the THERMIE programme all the more important. A budget of £250m (£cu350m) has been allocated by the EC to THERMIE for 1993 and 1994 alone.

There is an enormous potential market in the UK and Europe for equipment but spending has fallen sharply

Bids for 1993 have to be submitted by December 1, 1992.

To alert British businesses of this opportunity to the potential, the Department of Trade and Industry has been mounting a series of briefing seminars around the country. The DTI official in charge, David Irving, says: "We would like to see even better results in the current THERMIE round. But that depends on the first instance on British industry coming up with good ideas."

There is undoubtedly an enormous potential market, not just in Britain but throughout Europe, for energy conservation equipment.

Mr Irving's boss, Michael Heseltine, the President of the Board of Trade, has identified a £230m market across the EC alone for technologies intended to combat global warming.

It is a market for which the main economic powerhouses – Germany, Japan, America – have all set up specific programmes intended to gain a substantial slice of the action.

But Britain's market for energy efficiency equipment has recently been sliding backwards, not forwards. Investment levels are down 28 per cent in two years.

The potential, however, remains enormous. So great as even to dwarf the 20 per cent reduction target set way back in 1983, and which is still far from being achieved.

□ Andrew Warren is director of the Association for the Conservation of Energy

David Lascelles had a shock when his house was audited

Moment of truth in a North London semi

GETTING your own home rated for energy efficiency – or lack of it – can be a moment of truth.

I recently asked the National Home Energy Rating scheme to look at our North London semi-detached. It was not exactly designed with energy efficiency in mind. Built just before the First World War, it has large rooms and high ceilings which eat up heat. A wide bay at one corner of the house is more window than wall, and the attic is poorly insulated.

Even so, we have tried over the 15 years we have owned it to cut down heat waste. Eight years ago, we installed a new gas boiler, and we fitted individual thermostatic valves to all the radiators. We draught-proofed doors, double glazed most of the windows and blocked up unused fireplaces. We also converted most of the loft into a playroom, and sealed it off from the rest of the house with our own separate heating arrangements.

Even so, Vic Harrison, our assessor, broke the bad news. After feeding all the information into his portable computer he told us that we rated only 2.5 on the NHER scale of one to 10. What's more, we were contributing more than 20 tonnes a year to the carbon dioxide in the atmosphere. In short, the house was a bit of a disaster.

Two things pulled us down badly. One was the loft which Harrison said was letting out lots of heat, despite all the boarding and carpeting we had put in. The other was our "new" boiler which turned out to be hugely inefficient, spewing half its heat up the flue.

Harrison's computer was uncannily accurate in guessing what our gas and electricity bills amounted to: £1,800 a year, which made it difficult

to challenge its rating. So what could we do about it? The computer's main recommendation was to install a new boiler of the gas condensing type. Although this would cost £1,700, it would save us £196 a year, giving us a payback of just under nine years.

Predictably, the computer also advised us to insulate the loft properly at a cost of £880. This would save us £275 a year, a payback of just over three years.

With various other bits and pieces, including thicker insulation on the hot water tank, the computer's total recommendations added up to £3,010. This would produce savings of £216 a year, paying for itself in just under six years. In so doing we would raise our rating to 4.8, which is just above the national average, and cut our carbon dioxide emissions to only 12 tonnes a year.

The big question now is: will we do it? Three thousand pounds seems an awful lot of money to spend, particularly at a time when domestic gas prices are set to go down, not up.

And how can we be sure that the promised savings will materialise? Will we even stay in the house long enough to earn the payback. And if we don't will the house command a higher price in the market because of the extra work we carry out?

Our initial reaction is to sit tight: there are too many uncertainties. Besides, with a bit of effort – draught-proofing some windows, turning down the radiator valves a notch – we can probably achieve savings without spending any money at all. I'm sure the experience will also have a subliminal effect: we'll be more energy-conscious without even realising it.

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ENERGY EFFICIENCY 6

AS THE arguments rage about the future of the UK coal industry, the privatised electricity generators and the new independent producers continue investing heavily in combined cycle gas turbine (CCGT) power stations.

Whatever the merits of this strategy for UK energy policy, and however much critics complain that the UK is building far too much generating capacity for its needs, it is clear that CCGT using natural gas has established itself virtually worldwide as the most energy-efficient method of thermal power generation in bulk.

Energy efficiency has become one of the major reasons for the success of CCGT, although not the only one. Compared with traditional large coal-fired plants, shorter construction times, reduced emissions and lower capital costs – because the plants are usually slightly smaller – are also important reasons for their success.

For the uninitiated, combined-cycle plants take the exhaust gases from a gas turbine through a waste heat recovery boiler to generate steam, which in turn powers a steam turbine. This means that thermal efficiency – the amount of energy from the fuel

that can be converted into electricity – can be as high as 55 per cent for CCGT, depending on the design of the plant and its use.

That compares with 40 per cent for the best coal-fired generation, and about 33 and 43 per cent for simple-cycle gas turbine and steam turbine power plants respectively.

As for nuclear power, high thermal efficiencies are less of a priority than controlling capital costs, and the relatively low temperature of steam produced by pressurised water reactors (PWRs) and boiling water reactors (BWRs) limits the thermal efficiency to little more than 30 per cent, according to Steve Thomas and Fran-

Combined cycle gas and steam power plants are now in worldwide use

cis McGowan of Sussex University's Science Policy Research Unit*.

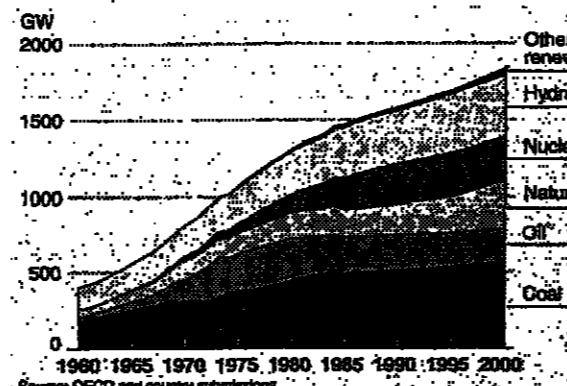
Raising energy efficiency is partly a financial priority – it clearly makes sense for electricity generators to get the most from their fuel resources.

With the new General Electric Frame 9F gas turbines and the latest series from Siemens, thermal efficiency of around 55 per cent is now possible, and

Andrew Baxter explains why gas fired turbines are hurting coal

Cleaner, sweeter, hotter

Power station fuels



Clearly, however, the environmental aspect of efficient fuel use is important. Not only is the CCGT process inherently less pollutive, it is also a more efficient use of fossil fuels which have taken millions of years to create and can only be used once.

In January, Siemens claimed a new world record for commercial thermal power plant efficiency with a rating of 52.5 per cent at the 1,350MW Ambali project near Istanbul. The result was obtained in acceptance trials on the first of three 450MW "gas and steam blocks," and the peak load figure was higher still at 53.2 per cent.

With the new General Electric Frame 9F gas turbines and the latest series from Siemens, thermal efficiency of around 55 per cent is now possible, and

the financial savings for their customers make it worthwhile for the equipment producers to continue raising the threshold.

The consensus in the industry is that thermal efficiency can be further improved. "I think there is the capacity for efficiency to approach 60 per cent as the years go by," says Mr Sharpe. GEC Alsthom's

European Gas Turbines unit (EGT), meanwhile, believes it could take a decade or more for the target to be achieved.

Improving the efficiency of CCGT could be particularly important in the UK if the forecasts of generating overcapacity prove correct. Depending on the design, some CCGT plants suffer quite sharp losses

of efficiency if they are not operated at peak loads.

Even reaching 60 per cent, however, will depend on success for a number of separate technology developments. In the power generation process itself, achieving higher firing temperatures in the gas turbine will be crucial – the hotter the gas turbine, the greater will be the exhaust tempera-

ture. General Electric's 9F turbines are the hottest in the world at 1,250 degC, giving an exhaust temperature of 583 degC. Raising gas turbine temperatures to 1,500 degC over the next few years will require further steady advances in blade design and materials, and in cooling systems.

But there are challenges. If the process design requires a gas supply at high pressure, a considerable amount of energy will be taken up powering a compressor, says Mr Sharpe.

Environmental concerns also play a part in the efficiency equation. For example, the best

tire of reminding the power industry that even CCGT wastes virtually half of its fuel's energy. In contrast, combined heat and power (CHP), which turns the waste heat into steam or hot water for use by industry or in the home, regularly achieves efficiencies of 75-90 per cent, and 90 per cent has been recorded in some cases.

Although there would be no theoretical problems with a large-scale CHP plant, the challenge frequently would be to make use of the large quantities of heat produced by a plant similar in size to the CCGT stations now in vogue.

On a smaller-scale, CHP may be much more efficient, but normally requires infrastructure spending on distribution if used for, say, district heating. But there are hundreds of successful examples of such applications, especially in Scandinavia, and some have been around a relatively long time, such as a 20-year scheme in Nottingham which harnesses a refuse incineration plant and a coal-fired power station to provide sufficient power for 2,000 dwellings.

*The World Market for Heavy Equipment, Nuclear Engineering International Special Publications, 1990.

There's nothing quixotic about renewables, says Clive Cookson

As free as the wind

THE range of renewable energy sources potentially available to replace fossil fuels and nuclear power is bewilderingly large.

Wind, hydro, tidal, wave, geothermal, solar, biomass and industrial and municipal wastes all have passionate advocates – and one problem for governments supporting research and development into alternative energy is knowing how to allocate funds between different technologies.

A study carried out last year for the UK government by the Energy Technology Support Unit (ETSU) at Harwell concluded that it would be technically feasible to generate 25,000 MW – about half of the country's current electricity requirement – from renewable sources by 2010. That would require today's meagre renewable generating capacity to be increased 100-fold over the next two decades.

In practice it will not be possible to build up alternative energy sources as rapidly as that. The UK government's target for renewables is a modest 2 per cent of generating capacity by 2000; Greenpeace, the environmental pressure group, says 10 per cent is a realistic target for then. The main sources are:

• WIND power, generally thought to have the best prospects in the UK, the most consistently windy country in Europe. According to the ETSU report, its technical potential is huge – 17,000 MW onshore and 12,000 MW offshore by 2010. The Greenpeace scenario would mean building 6,000 to 9,000 wind turbines onshore and 500 to 1,500 offshore by the turn of the century. The turbines vary in diameter from 25 metres up to 100 metre monsters.

California has 15,000 wind turbines along its mountain ridges

California is leading the worldwide development of wind power; the state already has 15,000 turbines, grouped in large "wind farms" along mountain ridges, with a total generating capacity of 1,500 MW. In Europe, Denmark is ahead, with 220 MW of wind power installed.

Wind power may be clean but it is visually obtrusive. Planning applications to build wind farms in the UK are already being opposed by people who see them as potential blots on beautiful landscapes.

Indeed planning problems may

arise in France since 1967. In the UK, the much-disputed Severn Barrage could generate up to 8,000MW of electricity, as much as six large nuclear reactors and enough to satisfy 6 per cent of the country's power demand.

• WAVE power was regarded in the 1970s as the most promising alternative energy source – some enthusiasts went so far as to predict that wave energy would provide half of UK electricity demand in the next century. The government's wave power R&D programme investigated 300 devices. But the wide range of wave heights encountered off the British coastline made the engineering and anchoring of wave devices more difficult and expensive than expected, and the programme was scaled down during the 1980s.

Now the UK R&D programme focuses on small shore-based devices. A prototype 75 kilowatt (kW) device is being tested on the Scottish island of Islay. But ETSU put the total potential capacity of wave power no higher than 130 megawatts (MW).

• TIDAL power seems a more promising technology for harnessing the energy of the oceans. Indeed a 240MW tidal barrage has been operating successfully on the Rance estu-

ary in France since 1967.

In the UK, the much-disputed Severn Barrage could generate up to 8,000MW of electricity, as much as six large nuclear reactors and enough to satisfy 6 per cent of the country's power demand.

The trouble is that it would cost an estimated £5bn to build – more than the public or private sector could be expected to put up under current circumstances. A smaller project which has also been proposed is the 700MW Mersey Barrage, though this would inevitably cause extensive environmental changes in the wetlands around the Mersey estuary.

• GEOTHERMAL energy – making use of heat within the earth – is another power source which looked more promising in the 1970s than it does today in the UK. But prospects are much brighter elsewhere in the world.

Geothermal plants in Europe are predicted to reach a total capacity of 1,500MW of power and 7,000MW of heat generation by 2000, but experts say the potential of heat generation is far higher than 130 megawatts (MW).

• SOLAR energy has consid-

erable potential even in the cool cloudy British climate.

The traditional means of exploiting the sun's energy is to use it to heat up water or air. But recently scientists have been making rapid progress in improving the effi-

ciency of photovoltaic cells which convert solar radiation directly into electricity.

The ETSU report put the potential capacity of photovoltaic electricity in the UK at 7,000MW but concluded it would be too expensive for widespread application.

• BIOMASS energy, derived from growing plants and trees for fuel, is attracting increasing funds for research and

development throughout the world. By 2010 the UK could be generating 3,000MW of electricity by burning trees and straw, according to ETSU.

Greenpeace believes 370MW is realistic by 2,000 – equivalent to 300,000 tonnes per year of trees and straw.

The most promising biomass technique for the UK may be to grow willow or poplar in a system known as arable coppice, in which cuttings are planted at very high densities (10,000 trees per hectare) and harvested by machine every

three to five years. If all land used for over-producing food were used for energy crops, the equivalent of 10m tonnes of coal could be produced.

In summary, it seems today that the renewable energy sources with the greatest potential under UK conditions are first of all wind power, followed by solar, tidal and biomass. But all of them will need to be nurtured for several years through some form of subsidy if they are to come at all close to achieving their full potential.

Coal still has some tricks up its sleeve, says Clive Cookson

Answer to a miner's prayer

GOVERNMENTS, power engineering manufacturers and coal companies are spending more than \$1bn a year between them on a worldwide research and development effort, intended to transform dirty coal into a fuel that can match the cleanliness and efficiency of natural gas.

One demonstration of what can be achieved is AES Shady Point, a 320MW cogeneration plant in Oklahoma, which has low emissions not only of sulphur and nitrogen oxides but even of carbon dioxide. Two hundred tonnes a day of CO₂ are extracted chemically from the flue gases (using a solution of monoethanolamine) and, after purification, sold for carbonating soft drinks.

The new coal-burning technologies – fluidised bed combustion (FBC) and integrated gasification combined cycle (IGCC) – can bring sulphur and nitrogen pollution levels down almost to the levels achieved with natural gas.

But their net efficiency (40 to 43 per cent) is still well below the 52 per cent of the best natural gas combined cycle (NGCC) plants. And even if their efficiency matched natural gas, they would still contribute more to the greenhouse effect. When burned, coal inevitably produces more CO₂ than gas, which contains far more hydrogen combined with the carbon.

The idea of large-scale removal of CO₂ from power station flue gases was generally regarded until a couple of years ago as too fantastic to contemplate – and some experts believe it is still a fantasy. Although it is possible to extract CO₂ as AES Shady Point demonstrates, the costs of the process and the billions of tonnes per year of CO₂ added to the atmosphere through fossil fuel burning seem prohibitive.

Recent studies under the International Energy Agency's Greenhouse Gas R&D Programme suggest, however, that CO₂ capture and long-term disposal may after all be technically feasible, environmentally acceptable and economically bearable.

Industrial users (in chemicals, oil recovery and food and drink manufacturing) could consume only very small amounts of recovered CO₂. Somewhat larger quantities could be pumped into old mines or oil and gas fields, but in the long term the only option for disposal is pumping liquid CO₂ into the ocean depths.

Preliminary estimates suggest that CO₂ scrubbing and disposal in a North Sea gas field would add about 40 per cent to the cost of electricity generated by a IGCC plant – a huge burden but not totally prohibitive if the greenhouse effect turns

out to be a more serious global threat than most scientists believe today.

For the next decade, however, the priority will be to make the coal combustion process itself as clean and efficient as possible.

There is a ferment of innovation in coal burning, says Walter Patterson,

energy analyst and author of a recent FT Management Report on coal technology.

"The world's engineering companies and their enlightened clients are spending very large sums indeed, in a hectic race to expand the range of advanced coal use technologies, improve their efficiency and enhance their environmental performance," he says. "What is more, they are succeeding."

Thirty-eight clean coal plants are operating in the US, where coal's share of the electricity generating market is increasing and the federal government and industry are jointly funding a soon clean coal programme over five years.

In the US, 38 clean coal plants are running, and scores are planned in Europe and Asia

In Europe and Asia too, scores of new coal-burning plants are being planned and built. But in the UK, where much of the original research into clean coal technology was carried out, the level of activity is now very low compared with other countries with substantial coal industries.

British Coal's clean coal test facility at Grimethorpe in Yorkshire closed down earlier this year, though work is continuing at the Coal Research Establishment at Stoke Orchard, Gloucestershire. But CREG's future after the planned cuts and privatisation of British Coal is also uncertain.

All the main generating equipment manufacturers are involved to a greater or lesser extent in developing FBC and IGCC systems.

Most of the clean coal power stations developed so far use fluidised bed combustion (FBC). This involves burning powdered coal in a bed of pulverised limestone, which acts as a chemical trap for any sulphur emitted from the fuel. An upward flow of air keeps the bed in constant motion like a boiling kettle. One turbine is driven by steam produced in boiler tubes in the fluidised bed and a second by the hot exhaust gases.

The main variants are circulating fluidised bed combustion (CFBC), in which the air flows so fast that the bed loses its

top surface and fills the combustion chamber with a swirling cloud of fine particles, and pressurised fluidised bed combustion (PFBC), in which the whole chamber operates at between five to 20 atmospheres pressure.

Integrated gasification combined cycle (IGCC) plants have a gasifier in which coal reacts with steam and oxygen to produce a raw fuel gas containing carbon monoxide, hydrogen and methane. This gas is cleaned chemically to remove pollutants before firing in a gas turbine to generate electricity. The hot exhaust then produces steam to power another turbine.

IGCC plants are particularly well suited for burning coal of low or variable quality and for cogeneration (producing both electricity and heat). IGCC plants offer better performance when good quality coal is available, though the technology is less well developed than FBC. The next important development will be the opening, scheduled for 1993, of a 235MW IGCC demonstration plant designed by Shell at Bungen in the Netherlands.

Further improvements may be possible through combining the best features of IGCC and FBC. One hybrid is British Coal's proposed topping cycle technology.

British Coal has formed a consortium with PowerGen, the electricity generator, and GEC Alsthom, the Anglo-French generating equipment manufacturer, to develop the topping cycle. Chris Buck of GEC Alsthom says the group is "enthusiastic" about building an experimental 75MW plant to demonstrate the technology, which would have export potential. But it cannot go ahead until uncertainties about support for the project and the future of British Coal are resolved.

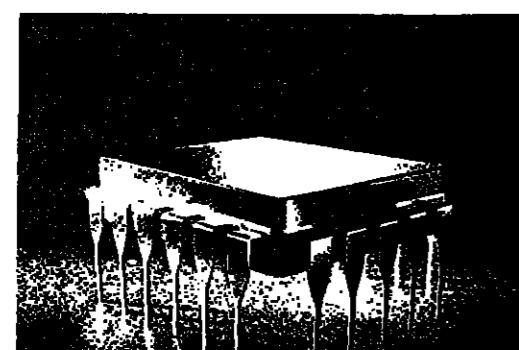
Dawes accepts that no clean coal plant built in the UK today can generate electricity as cheaply as a new natural gas plant, because the latter is technically so much simpler that its capital costs and non-fuel operating expenses are inevitably lower. Early in the next century, however, lower fuel costs for coal could tip the balance against gas.

Advocates of coal gasification point out that the technology offers utilities a flexible approach to building new power stations. They can start by installing a turbine generator burning natural gas, then add a coal gasifier when the price of natural gas rises high enough to switch to coal and finally fit a steam turbine – completing the integrated combined cycle – when extra capacity is required.

*Coal-Use Technology In a Changing Environment, Financial Times Management Reports, £215.

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SUPPLYING THE DEMANDING

ENERGY EFFICIENCY 7

Car population growth is outstripping gains in fuel economy and cleanliness, says John Griffiths

Lighter vehicles may be the key

THE world motor industry is driving hard for greater energy efficiency and lower environmental impact, but it is still going backwards.

The relentless desire of the world's population to acquire or retain personal mobility – still only just starting to be assured among many populous Third World countries – means that vehicle population growth continues to outpace gains in fuel efficiency.

On the environmental front the notable victory which, since the early 1970s, the catalytic converter has scored against some exhaust pollutants – notably acid rain-causing oxides of nitrogen – is now viewed as, if not psychic, then far from total.

The "cat" may eliminate 90 per cent of nitrogen oxides, carbon monoxide and hydrocarbons.

But we do little about carbon dioxide, an inescapable product of combustion and which has leaped up the list of perceived culprits in relation to global warming.

Indicative of the problem is that for every gallon of oil consumed by a car in the form of fuel, about 19 pounds of carbon dioxide are released into the atmosphere.

The measure of both the energy consumption and environmental problems becomes even clearer when it is realised that in 1983 there were 53m cars on the world's roads. Now there are 430m and the car population is being added to at a rate of about 9.5m a year.

The world's truck and bus fleet is growing at a rate of about 3.6m units a year and currently stands at around 140m. Add around 100m motorcycles, the population of which is growing at around 4m a year, and it is likely that by as early as 2010 the total vehicle population will be approaching

1.1bn. Engine design has been improving consistently, with precisely-metered fuel injection systems, multi-valve cylinder heads, and variable ignition and camshaft systems all contributing to improved fuel consumption per cubic centimetre of engine capacity.

However, that is to consider the engine in isolation. Data from organisations such as the US Environmental Protection Agency and Japan's Ministry of Transport indicate that in the past few years fuel efficiency in terms of overall miles per gallon has started to go backwards.

This is a consequence of consumers' memories of oil crises fading throughout the 1980s, demanding faster, more powerful cars fitted with many more convenience systems such as central locking and electric sunroofs. Cars have thus become heavier, and require comparatively more fuel to propel them.

From next year, as increased concern about the environment and fuel efficiency starts to work its way through the industry's vehicle design processes, car and light truck mileage per gallon should start to increase again. However, this can do no more than slow the rate of growth in demand for vehicle fuels.

Greater energy efficiency in the transport sector in the broader sense requires government policy actions on a wider front, stresses US motor industry and energy consultant Michael Walsh.

The propensity of the developing world to follow industrial nations down the road to private motorisation can be affected significantly by public policy towards land use, housing and all forms of transport infrastructure, Mr Walsh pointed out to a recent Institute of Mechanical Engineering



From Sao Paulo, Brazil (above) to Bangkok, Thailand (right) ordinary people share the universal ambition to have their own motor car



From Sao Paulo, Brazil (above) to Bangkok, Thailand (right) ordinary people share the universal ambition to have their own motor car

conference in London.

At the heart of such policies ought to be housing planning to minimise the incentives to use private motorised transport between home and workplace for example.

But the prognosis for the sprawling "mega-cities" which have sprung up haphazardly around some developing world capitals is hardly good. With little strategically-planned housing, commercial or transport infrastructure to cater to such populations, traffic congestion and high energy waste appear likely to eclipse that of developed world cities as income rises sufficiently to

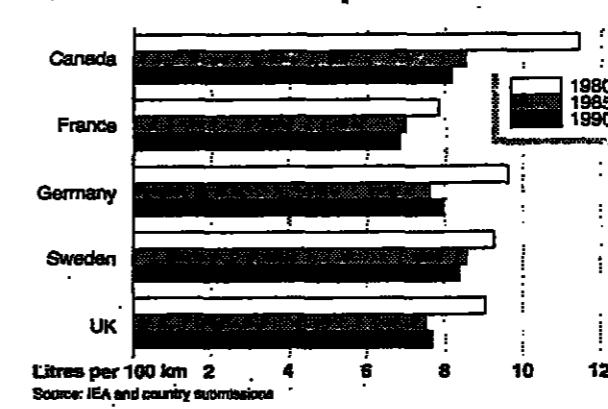
make vehicles affordable to the majority.

The developed world, at least, is now committing, albeit belatedly, substantial resources to addressing the problems.

At the vehicle technology level, added impetus has been given to research and development by the recognition that, in increasing fuel efficiency through reducing consumption, there are knock-on environmental benefits through a pro-rata reduction in carbon dioxide emissions.

Complementary to this is the encouragement being given in many countries to greater use

New car fuel consumption



The pursuit of greater energy efficiency through weight-saving in vehicles is now firmly back on the agenda. Within the next three years Audi will launch its first car incorporating an aluminium body – much lighter than steel.

Other manufacturers are expected to follow the same route, to the extent that aluminium is now expected to outpace composite plastics as the growth material of the 1990s. It will go some way to offset the additional weight of cars dictated by more complex on-board systems and ever more rigorous safety standards.

In terms of whole-life energy efficiency, the old argument against aluminium – that it involves a far greater energy input to make than steel – is being increasingly offset by its ability to be repeatedly recycled at low cost.

Downsizing of cars is also seen as a promising route to greater fuel efficiency, with industry forecasts suggesting average per-vehicle fuel consumption improvements of up to 35 per cent can be achieved by the year 2005 through a combination of smaller cars, new materials and engine technology improvement, including a more widespread switch to economical diesels.

Fuel costs keep heavy industry on its toes, says Andrew Baxter

Factories plug their leaks



A European paper and pulp mill: further gains are needed

ENORMOUS gains in energy efficiency have been achieved over the past 20 years by the world's manufacturing industries, which account for about 40 per cent of the world's energy use. But recession and energy policy uncertainties have dented efficiency measures in the list of industry's priorities.

The major energy-intensive industries – pulp and paper, chemicals, glass-making, iron and steel and non-ferrous metals – still recognise the need for further improvements on top of the gains already made. Even so, some large energy efficiency projects have been postponed to conserve cash.

In industries where energy is a much lower proportion of production costs, the current record is rather patchier. Improvements, typically, are coming indirectly from manufacturing initiatives such as reorganisation and newer equipment which have been introduced for other reasons.

A book by energy experts Lee Schipper and Stephen Mayers, to be published in the UK on Thursday, chronicles the sharp reductions in energy intensity – energy use divided by production – made by manufacturing industries in eight key OECD countries between 1971 and 1988.

The largest reduction, 37 per cent, was in chemicals, followed by the stone, clay and glass sector with a decline of 32 per cent, ferrous metals and paper and pulp with 27 per cent each, and non-ferrous metals with 26 per cent. Non-energy intensive industries also notched up a 27 per cent reduction, reflecting the trend towards higher value per unit of physical output as light manufacturing shifted towards "high-tech" products.

While structural change within the main energy-intensive sectors inevitably played a part in this achievement, the authors believe that most of the decline was due to the reduction in the energy intensity of producing particular products.

Three main factors contributed to this, they say: improvements in operations and maintenance, and retrofits with low-cost equipment; changes in process equipment or "add-on" energy technologies requiring significant investment; and introduction of new production processes, often involving construction of a new facility.

In the UK, combinations of these options have been widely introduced by the main energy-intensive sectors, which are well aware of the sensitivity of energy efficiency in the broader environmental context. Investments can range from building an entire combined heat and power (CHP) plant to purchasing the latest

"widget" to control energy use in a particular production process.

Over the past two years, total UK investment in energy efficiency has fallen by 28 per cent according to the Association for the Conservation of Energy. Industry, it says, has probably been affected as badly as the residential sector, although manufacturers with high energy costs are continuing to spend.

The overall reduction in investment masks some big variations. Spending on CHP projects has been less affected by the recession than other energy-efficiency investments, such as control equipment or cavity wall insulation.

There are about 140 CHP projects in the industrial and commercial sector – the most recent was a 7.5MW plant developed by BE Energy for English China Clays near St Austell, Cornwall, and opened last month.

Mr David Green, director of the Combined Heat & Power Association, attributes the relative buoyancy of CHP to the higher priority given to energy efficiency because of the general "greening of industry", and the fact that companies with more than 1 megawatt of annual demand can now shop around for their power needs. CHP consequently becomes an issue worth looking at.

CHP can cut companies' power bills by 30 per cent, and most companies can make savings of 20 per cent, he says. It is because CHP can achieve this, and reduce the UK's car-

bon dioxide emissions, that the Government has set a target of at least doubling the current 2,000MW of CHP capacity by the end of the century.

If companies are holding back from investing in CHP, says Mr Green, it is not because of the cost but because of the general uncertainty over UK energy policy, and remaining regulatory barriers to CHP which the association is working to have lifted.

These include obstacles to the export of excess power generated at one site to an adjacent company.

In the UK, ICI is a classic

example of a company – and an industry – where controlling energy costs, and understanding the close link between energy efficiency and emissions, is crucial for business success. Over the past 20 years, ICI's worldwide production has more than doubled while energy use has been reduced by 10 per cent and carbon dioxide emissions cut by 20 per cent.

Further reductions in energy use will come with the completion of the E.ON power station at Wilton on Teeside, which will provide ICI's Wilton site with a significant proportion of its steam and power, and replace several older facilities.

As for improving process efficiency, design and technology changes have reduced the energy consumption per tonne of ammonia produced by two-thirds in ICI's modern

and some relatively low users of energy have also made impressive gains in energy efficiency. The UK brewing industry consumes more than £50m of energy a year – only about 3 per cent of production costs. But, according to Dr David Long of the Brewers Society, the average energy consumption to produce a litre of beer has fallen from 3.68 megajoules in 1976 to 1.97 in 1990.

Some allowance, he says, must be made for brewery amalgamations and closures, but that is offset by increased automation and the continuing swing to lager which have added to the electricity load.

For the future, the major energy users will continue whittling away at their costs – and are being encouraged to do so by government agencies and industry organisations.

One of ICI's key environmental objectives established last year was to implement an even more rigorous energy and resource conservation programme, from which substantial benefits are expected by 1995.

There is also growing recognition that smaller companies need more help finding out about energy efficiency measures, and a need to end what ACRE sees as a general reluctance to look at "low-tech" solutions such as insulation.

* Energy Efficiency and Human Activity: Past Trends, Future Prospects. Cambridge University Press.

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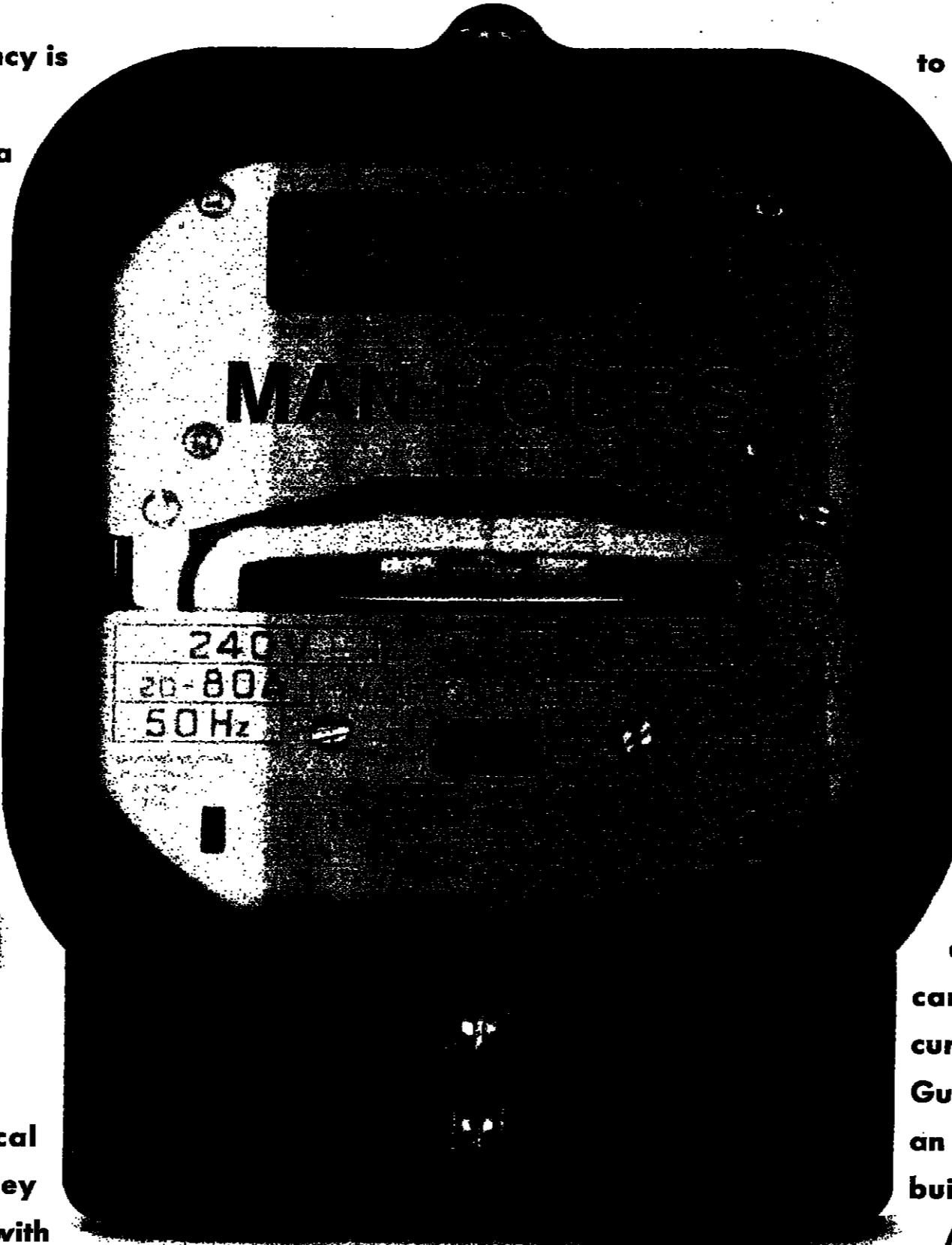
For example, just ask musical instrument manufacturers Boosey and Hawkes. After consultation with our team they replaced their old gas-fired system with a new electric forced-air convection oven.

The result?

Savings of 88% in energy and 31% in energy costs, and an impressive saving of 53% in CO₂ gas emissions.

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Working alongside architect Sir Norman Foster, the Eastern Electricity Special Project Team helped design building services in the new Stansted Airport.

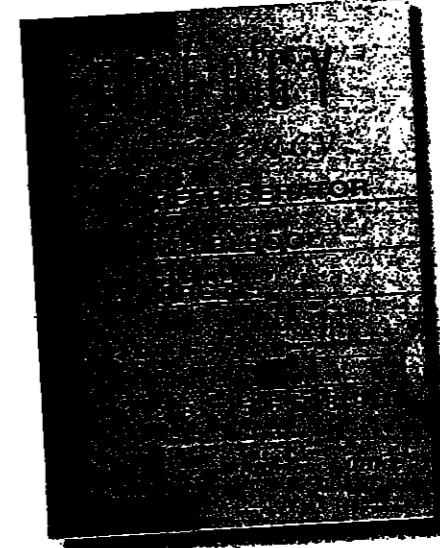
A model of efficiency, the building has set new standards for modern airport design.

But what does this commitment mean to the man in the street?

We hope, quite a considerable amount. Apart from increasing the prosperity of the region, and contributing towards an improvement in the environment, our dedication to efficiency is of direct benefit

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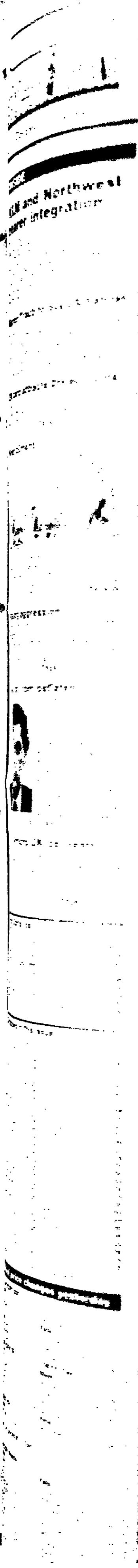
And with our 'Electric Box', an educational aid distributed free to every primary school in the region, we are making sure school children understand the benefits of energy efficiency.

It's our aim to provide an effective service for all our customers, while making the most efficient use of our natural resources.

It's a task that requires a great deal of hard work.

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INSIDE

KLM and Northwest nearer integration

The US Department of Transportation has tentatively approved the proposed integration of services between KLM Royal Dutch Airlines, the Dutch carrier, and Northwest Airlines, the US airline. The "show cause" order seeks comment as to why the request made by the two carriers should not be granted, after which the DOT will issue a final decision.

Marvin Traub to buy US Habitat
Mr Marvin Traub, ex-chairman of Bloomingdale's, the North American department store chain, is to buy Conran's Habitat in the US. Subsequently, the UK group which owns Habitat, will receive a nominal price from MTLG, a vehicle owned partly by Mr Traub. Page 27

GM card attracts 2m accounts
A credit card launched by General Motors in September has won more than 2m accounts and accumulated more than \$500m in balances in less than 60 days. Page 22

Miner alliment

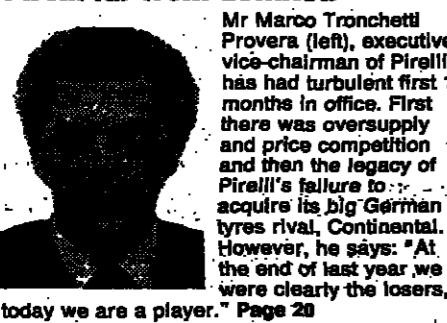


Some of Chile's best mines are above 2,800 metres, the level at which most people begin to feel the onset of altitude sickness. Symptoms include nausea and loss of vision - particularly unwelcome on mining sites. Page 28

Retailing aggression

K mart, the number two US retailer by sales, is attempting to steal a march on Wal-Mart, its Arkansas-based competitor. It is overhauling its 2,400 discount store outlets; and it has moved abroad with the purchase of a dozen retail outlets in Czechoslovakia. Page 22

Pirelli far from deflated



Mr Marco Tronchetti Provera (left), executive vice-chairman of Pirelli, has had turbulent first 12 months in office. First there was oversupply and price competition and then the legacy of Pirelli's failure to acquire its big German rivals, Continental. However, he says: "At the end of last year we were clearly the losers, today we are a player." Page 20

Nestlé enters UK ice cream

Nestlé, the world's largest food manufacturer, has bought most of the assets of Clarke Foods, Britain's second largest ice cream producer, which went into receivership last month. The purchase marks the Swiss group's first move into the UK ice cream market. Page 27

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Chief price changes yesterday

PRINCIPAL COUNTRY (DM)	Yester	DM-Europe	288	+	13.9
Adm Pd	25	25	288	+	11
Lohmeyer	275	+	10	+	24
Siemens	355	+	63	+	17
Deutsche Kont.	780	-	30	+	17
Deutsche Brem.	532.4	-	148	+	22
Hedging Zone	905	-	15	+	30
NEW YORK (DM)					
ADM	63.5	-	15	+	39
Am. Reliance	52.5	-	20	+	12
Data Air	54.2	-	23	+	22
K-Mart	27.4	-	14	+	20
Toy-His	35	-	14	+	51
PASS (PFT)	115%	-	43	+	51
Rheas	1050	+	14	+	31

New York prices at 12.30pm

LONDON (Pence)

Minerals	25	26	27	28	29
Barile	65	+	9	15	-
Explor.	7.5	+	2	15	-
Mining	55	+	10	40.5	-
Metals	705	+	17	918	-
Metals	175	+	15	105	-
Motors	223	+	12	274	-
Motors	115	+	25	48	-
Plastics	19.5	+	34	150	-
Plastics	25.5	+	34	165	-
Rubber	24.5	+	34	255	-
Textiles	345	+	13	422	-

AT&T alliances open new market

By Louise Kehoe
in San Francisco

AMERICAN Telephone and Telegraph aims to claim a leadership role in what is predicted to become a multi-billion dollar market for "personal communicators" - hand-held devices that combine the functions of a cellular telephone, facsimile machine and personal computer.

Yesterday NEC and Toshiba, two of Japan's leading electronics manufacturers, announced that they will build personal communication products based upon AT&T technology.

These agreements follow an alliance between AT&T and Xo, a Silicon Valley company that has designed what it claims is "the world's first personal communicator". It is to be manufactured by Matsushita with distribution and marketing support from Marubeni, the Japanese trading company.

AT&T Consumer Products group will also sell the Xo product under its own label through its Phone Center stores in the US.

"These personal communications devices will become as ubiquitous as the telephone or the television," said William Warwick, president of AT&T Microelectronics, the group's semiconductor unit. "It is more than exciting. It is a brand new communications world." He predicts that there could be as many as 10m of the devices in use in 10 years.

Personal communicators allow users to exchange voice, facsimile and electronic mail messages via telephone lines or cellular wireless telephone links. They incorporate an electronic "pen interface" so that users can simply jot down a note on an electronic notepad, and send it by facsimile or electronic mail just by choosing a name from a phone list stored in the device.

Mr Warwick said that later generations of personal communicators will incorporate graphics and full-motion video capabilities. Video conferencing and transmission of high-resolution still images will be available on the portable gadgets "sooner than you think", he said.

Personal communicators represent a potentially huge new source of data communications traffic for AT&T's communications networks. AT&T EasyLink Services has developed electronic mail services for the personal communicators.

He later explained that Mercedes' worldwide truck output would fall 5 per cent and domestic production would be down 11 per cent this year.

September's intake of orders

Christopher Parkes on why Daimler-Benz has stalled German motor's rough ride

MERCEDES-BENZ, the motor at the heart of Daimler-Benz, the German vehicles, aerospace and electricals group, is running rough.

Bankers' and brokers' analysts ran for cover yesterday, slashing forecasts as they went, following a radical revision by Mr Gerhard Liener, finance director, of the group's own expectations for 1992.

Group net profit, he confirmed, far from meeting the board's target and matching last year's DM14.5bn (\$1.21bn), will fall to around DM1.5bn. A large chunk of that, possibly as much as DM40bn, will come from the newly-consolidated Deutsche Airbus Business. Mr Liener said Mercedes-Benz would sell some 30,000 cars fewer than expected this year, and inventories had increased accordingly to 40 per cent above normal levels. The results would also be hit by the cost of special sales incentives.

By way of compensation, he suggested that the dividend would be held at last year's DM1.35. And as he made clear in a radio interview yesterday, payrolls cut to 40,000 jobs by the end of 1994 - including 7,500 on top of the 20,000 already announced at Mercedes - would yield annual savings of around DM1bn as early as next year.

Deutsche Bank promptly cut its forecast for the group's earnings this year from DM57 to DM50 a share, and from DM47 to DM40 for 1993. Daimler shares shed DM14.50 in Frankfurt and closed at DM53.40 in a static market apparently paralysed by word from the government's panel of five independent advisers that the west German economy will not grow at all next year.

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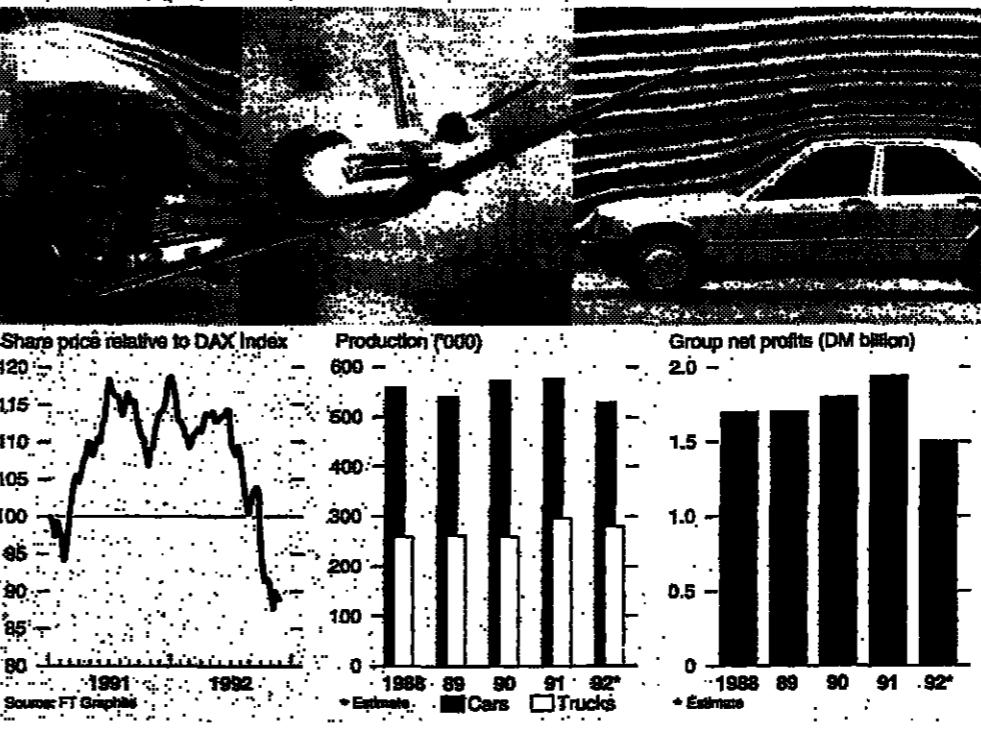
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September's intake of orders

Daimler-Benz



INTERNATIONAL COMPANIES AND FINANCE

Robert Lion resigns as Caisse des Dépôts head

By Alice Rawsthorn in Paris

MR Robert Lion yesterday resigned as chairman of the Caisse des Dépôts et Consignations, the state-controlled bank which is France's largest and probably most powerful investment institution.

The French cabinet will decide upon the successor to Mr Lion, 58, a close associate of President François Mitterrand, at a forthcoming meeting. Mr Jean-Claude Trichet, head of the French Treasury, and Mr Philippe Lagayette, deputy governor of the Bank of France, have both been

mooted as likely candidates.

Mr Lion, a controversial figure in the French financial sector, announced his resignation yesterday at an executive committee meeting. However, he told President Mitterrand last June of his plans to leave.

The chairmanship of the Caisse is one of the most sought-after posts in French finance. The incumbent controls a formidable institution and is virtually unassassable given that the position runs for an undeterminate period. The chairmen of other state-controlled companies are appointed for three year terms.

Paribas sees loss in cement deal

By Alice Rawsthorn

PARIBAS, one of France's high prestige banks, will suffer a FF160m (\$15.3m) loss of profits this year because of its involvement with Ciments Français, the French cement company scarred by a scandal over its off-balance sheet losses.

Ciments Français, in which

Paribas earlier this year agreed to sell a controlling stake to Italcementi of Italy, has been clouded by controversy since the discovery last month of off-balance sheet dealings of FF1.05bn.

The company recently confirmed the dealings had cost it FF165m in exceptional losses during the first half of this year.

UK gas group drops 30.6%

By Paul Abrahams in London

BOC, the UK industrial gases and healthcare group, yesterday announced a 30.6 per cent decline in pre-tax profits to £215m (\$334.5m) for the year ended September, 1992.

The company warned the three locomotive growth economies in the world had stalled. The US, German and Japanese economies were all slow or slowing, it said. Sales of BOC's gases are a sensitive barometer of industrial activity.

Mr Patrick Rich, chairman, said US demand had recovered only partially during the last 12 months.

Meanwhile, Japanese manufacturing activity was now about 7 per cent lower than last year, the steepest decline since 1975.

Lex, Page 18

Kingfisher expands into office stationery

By Maggie Urry in London

KINGFISHER, the retail conglomerate, is moving into the UK office stationery and equipment market through a joint venture with Staples Inc, the fast growing US chain. The partnership plans to open four stores in the UK next year, with each side investing up \$6m to test the market.

The stores will be based on the former Staples has developed in the US, under the name Staples The Office Superstores. In the US, the stores are mainly sited out of town and sell everything from drawing pins to personal computers, aiming to combine a wide range with "everyday low prices".

The stores also produce a catalogue and deliver orders

made over the telephone, which represent under 10 per cent of its sales. Staples says that businesses with fewer than 100 employees find it "cumbersome to shop our retail stores".

The UK office supply market is worth about £12bn (\$18bn) but the venture is aiming at a sector worth £1.5bn a year. The market is fragmented and many of the wholesalers supplying the market make good margins.

WH Smith, the high street stationers and newspaper wholesaler, has already identified the market as providing a growth opportunity. Smith has acquired a number of stationary wholesalers and recently launched a new brand in the market called Niccaday.

Lex, Page 18

Boardroom shake-up at Spanish retail bank

By Tom Burns in Madrid

Until his arrival the Caisse, which manages the state savings system and had funds of FF1.56bn (\$28.42bn) last year, had a relatively low profile.

Mr Lion has pursued a more dynamic policy of private sector investment. He hit the headlines in 1988 with his bid for Société Générale, the recently privatised bank. The bid flopped, thereby unleashing a storm of criticism from Mr Lion's detractors and renewed calls to reduce the Caisse's power by separating its savings activities from its private sector role.

The boardroom shake-up is being interpreted among the Madrid business community as confirmation that Banesto is encountering trading problems as the Spanish economy moves into recession.

Mr Lassarte's appointment comes in the wake of losses of Pt125m (\$24.625) for Banesto during the third quarter of 1992 with the bank increasing provisions from Pt8.5bn to Pt16.4bn. Most of Banesto's rivals maintained their earnings over the first nine months of 1992.

Banesto appears to be suffering from its aggressive consumer credit policy of recent years. An additional drain on liquidity stems from Banesto's links with Corporacion Banesto, the industrial holding, which groups the bank's corporate interests.

In the past, Banesto has been able to sell industrial interests, such as Petromed, the oil company which was acquired by British Petroleum last year, and thus increase revenue with extraordinary income.

At least two of the Banesto-controlled companies on the Corporation are currently up for sale - Acerinox, the steel producer and Agricorp, the construction company - but a depressed market and the high price that Banesto has placed on them is impeding their disposal.

Mr Juan Belloso is a member of the ruling socialist party who was formerly one of the senior industrial troubleshooters in state-owned enterprises.

Tyre group is down but not out

Haig Simonian looks at the mood of the new management at Pirelli

Marco Tronchetti Provera, executive vice-chairman of Pirelli, has had a turbulent 12 months in office.

He has had to grapple with the continuing problems of oversupply and severe price competition in the world tyres business, an international downturn in cables as well as the legacy of Pirelli's failure to acquire Continental, its big German tyres rival.

Twelve months after the failed bid, Pirelli is down, but not out. Apart from its direct 5 per cent stake in Continental, it has negotiated options on a further 35 per cent and used its weight to stop Continental from pushing through a capital increase earlier this year.

Although Mr Tronchetti Provera does not see the Continental share as strategic, Pirelli is still at loggerheads with the company and especially its main shareholder, Deutsche Bank, on how to dispose of the stake.

Those differences led to an acrimonious clash between Mr Tronchetti Provera and Mr Ulrich Weiss, the Deutsche Bank board member who also chairs Continental's supervisory board, earlier this year.

Both sides are embroiled in complex legal action to support their positions. However, Mr Tronchetti Provera does not think the courts will ever have the last word.

"I don't think the difficulties between us will be solved through the courts. Both sides use the law to strengthen their positions. But courts are used as bargaining tools, not as

believe a closer link between Continental and Pirelli - the world's fifth and sixth biggest tyre makers respectively - is essential in the long term to compete against the domination of Michelin, the market leader.

"Remove the shares, and all sorts of situations are possible," said Mr Tronchetti Provera, whose family owns more of Pirelli than the Pirellis. But contrary to occasional rumours, he denies that any talks on possible co-operation have taken place.

"We haven't been in touch with Continental's management to discuss any projects in the past few months. No one has made any proposals."

In spite of the stalemate, there is much greater confidence at Pirelli compared with last year's dejection. "At the end of last year we were clearly the losers, today we are a player," he says.

The claim is based on the share options, valid until the end of 1993 and renewable on a further payment for three more years. Yet the Italians have so far failed definitively to overturn the 5 per cent voting right restriction on Pirelli's stake in Continental.

Both sides are embroiled in complex legal action to support their positions. However, Mr Tronchetti Provera does not think the courts will ever have the last word.

"I don't think the difficulties between us will be solved through the courts. Both sides use the law to strengthen their positions. But courts are used as bargaining tools, not as

try to resolve such disputes."

Mr Tronchetti Provera has called the Continental stake financial, meaning they are for sale at the right price. Pirelli and its allies bought the shares for about DM300,000 (\$187.5) a far cry from the depressed levels of today with Continental shares languishing at little more than DM200.

"Mr Tronchetti Provera chooses his words carefully when broaching the role of German institutions in the abortive takeover. Though

he does not criticise the initiative.

"But Pirelli's mistake was not to drop it when German institutions decided no longer to support us. We should have sold the shares and walked away," he says.

Yet he clearly thinks negotiations with the Germans and Deutsche Bank in particular - are the only way forward. "The current situation is damaging to both sides. That's why I believe it will be settled in the end," he says.

Spanish companies hit by weakened peseta

By Tom Burns

LEADING companies, which experienced a run of strong profits in recent years on the back of Spain's strong economy, are feeling the effects of lower business levels and a weaker peseta.

Telefonica, the state-owned telecommunications company, yesterday reported a third-quarter net income increase of just 2.2 per cent to Pt88.5bn (\$632m) against the same

period last year. This was in spite of raising operating profit by 12.7 per cent to Pt251.7bn.

Telefonica said the 5 per cent devaluation of the peseta midway through September had caused it to increase its provisions against currency fluctuations by 38 per cent to Pt7.9bn. At the end of September Telefonica's non-peseta debt stood at Pt390bn.

Repsol, the state-controlled energy group, could do little more than maintain nine-

month net income at Pt55.1bn. It blamed a difficult over the nine months.

Both Iberdrola and Repsol, which pays dollars for its energy imports, are severely exposed to the decline in the value of the peseta.

• Sociedad General Aguas de Barcelona, is to step up its capital by Pt774.3bn through a rights issue of 1.54bn shares at a nominal value of Pt540. Reuter reports from Madrid. Shareholders can subscribe to the issue on a one for 25 basis.

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NOTICE OF REDEMPTION

To the Holders of
Philip Morris Companies Inc.
U.S.\$ 200 000 000
10% Notes due 1995

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the 10% Notes due 1995 (the "Notes") of Philip Morris Companies Inc. (the "Company") and Section 6 of the Fiscal Agency Agreement dated as of December 19, 1985 between the Company and Union Bank of Switzerland, as Fiscal Agent and Paying Agent (the "Agent"), the Company has elected to redeem all of the Notes on December 19, 1992 (the "Redemption Date") at the redemption price of 101.00% of their principal amount, together with accrued and unpaid interest (the "Redemption Price"). All conditions precedent to such redemption have occurred.

On the Redemption Date the Redemption Price will become due and payable. Payment of the Redemption Price will be made upon presentation and surrender of the Notes, together with all appurtenant coupons maturing subsequent to the Redemption Date, at the following offices:

Union Bank of Switzerland

Bahnhofstrasse 45

CH-8021 Zurich

Switzerland

Kredietbank N.V.

7 Arenbergstraat

1000 Brussels

Belgium

Union de Banques Suisses

(Luxembourg) S.A.

36-38 Grand Rue

L-2011 Luxembourg

Bank of Montreal

1 First Bank Tower

First Canadian Place

Toronto, Ontario M5X 1A1

Canada

From and after the Redemption Date interest will cease to accrue on the Notes.

Dated: November 17, 1992

By: PHILIP MORRIS COMPANIES INC.

Bikuben

Sparekassen Bikuben A/S

(A Savings bank established under Danish Banking Law)

U.S. \$45,000,000

Floating Rate Subordinated Notes due 1996

Holders of Floating Rate Subordinated Notes of the above issue are hereby notified that for the interest period from 18th November, 1992 to 18th May, 1993 the following information will apply:

1. Rate of Interest 5.25%
2. Coupon Amount US\$263.96
3. Interest Payment Date: 18th May, 1993

Agent Bank

Bank of America International Limited

Market Myths and Duff Forecasts for 1992

The recession is over. Stockmarkets are in a bull trend; the US dollar will continue to recover. You did NOT read that in *Fuller/Money*. Call John Farquharson for a sample issue (once only).

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INTERNATIONAL COMPANIES AND FINANCE

Barlow Rand hit by falling economy

By Philip Gawth in Johannesburg

A SHARP deterioration in the South African economy during the second half of the year restricted earnings growth at Barlow Rand, the country's largest industrial company, to only 2 per cent in the year to September.

Turnover rose by 10 per cent to R35.2bn (\$11.75bn) from R32bn the year before, but the difficult trading conditions meant operating profits before interest advanced by only 5 per cent to R2.7bn from R2.5bn.

Mr Warren Clewlow, chairman, described the year as "difficult and challenging," borne out by recent figures

showing that the country's real gross domestic product fell at an annualised rate of 5.7 per cent during the September quarter. Barlow's annual turnover is equivalent to about 10 per cent of South African GDP.

The sharp slowdown during the second half is evident in that earnings per share were 11 per cent up at the halfway mark, compared with 2 per cent for the year. The directors predicted in May that growth would slow during the second half.

Looking at the group's divisional performance, the best performance came from food and pharmaceuticals despite the impact of the recession on consumer spending. Static vol-

umes were offset by higher efficiencies and productivity gains.

Mr Clewlow described business activity as "severely depressed" in many of the sectors in the industry division, causing earnings to fall. Reuter performed strongly, and profits from information technology were up, but most of the wholly owned subsidiaries recorded lower profits.

On the mineral resources side, earnings from continuing operations fell by 4 per cent – although Rand Mines' performance was not strictly comparable with 1991 – while Pretoria Portland Cement managed a marginal increase in earnings.

Packaging subsidiary Nam-pak, the largest packaging company in the country, lifted pre-tax profits. Textiles group Romatex recovered from a poor 1991 to lift profits sharply.

J. Bibby, the international arm of the group, produced "satisfactory" results, a feature being the acquisition of the Caterpillar dealership in Spain and Portugal.

Taking into account the larger number of shares in issue following the issue of a scrip dividend in 1991, earnings per share rose by 2 per cent to 48 cents from 43 cents.

The dividend for the year is being raised by 2 per cent to 170 cents a share from 170 cents.

Drop of 3% at Daiwa House

By Emiko Tarazono

DAIWA House Industry, a leading Japanese housing company, yesterday reported a drop in interim pre-tax profits due to a fall in financial revenues countering a rise in sales.

For the first six months to September, Daiwa House posted a 3 per cent fall in non-consolidated taxable profits to Y43.5bn (\$353m), on a 7.9 per cent rise in sales to Y464.5bn. Net profits edged ahead by 0.9 per cent to Y22.3bn.

Slack housing sales were offset by improved housing rents.

However, the company blamed the fall in profits on a Y5.7bn decline in interest income. Orders of its housing construction division rose 1.4 per cent, while building developments fell 19.9 per cent.

For the 12 months to March, Daiwa House expects pre-tax profits to fall 0.6 per cent to Y90bn on a 6.5 per cent rise in sales to Y940bn.

● Hazama, a leading Japanese engineering and construction company, reported a sharp fall in first-half earnings due to sluggish private-sector orders.

Non-consolidated interim pre-tax profits plunged 41.1 per cent to Y8.65bn on a 7.8 per cent fall in sales to Y277.5bn. Net profits slid 44.2 per cent to Y5.3bn.

Nedcor advances 19% to R408m

By Philip Gawth

NEDCOR, South Africa's fourth largest bank, has remained in line with its main competitors, but slightly better than market expectations, to record a 19 per cent increase in net profits to R408m (\$136.8m) for the 12 months to September from R342m the year before.

The country's banking sector has been the one whose profits have withstood the recent recession. Nedcor is no exception, profiting from wider interest margins as the cost of money has fallen quicker than lending rates.

Mr Chris Liebenberg, chief executive, said all parts of the bank had performed soundly.

However, the company blamed the fall in profits on a Y5.7bn decline in interest income. Orders of its housing construction division rose 1.4 per cent, while building developments fell 19.9 per cent.

For the 12 months to March, Daiwa House expects pre-tax profits to fall 0.6 per cent to Y90bn on a 6.5 per cent rise in sales to Y940bn.

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The wider margins and an increase in lending volumes, helped net interest income rise 16 per cent to R1.6bn.

Other income rose by 17 per cent, to R1.06bn from R904m, leaving total income 18 per cent up at R2.7bn from R2.3bn.

Where the bank did feel the downswing was in the need to increase the provisions for bad debts, particularly in the case of clients holding properties in areas vulnerable to unrest. These rose by 2 per cent to R2.8bn from R2.3bn.

Costs rose by 17 per cent, a figure which compares favourably with Nedcor's opposition, but a rise in the tax charge meant the increase in net profits was restricted to 19 per cent

up to R408m from R344m.

A divisional breakdown of net income shows that R317m came from Nedcor bank, 17 per cent up on 1991. Finansbank and Cape of Good Hope Bank contributed R22m, Syrefit Group R22m and UAL Merchant Bank R47m – increases respectively of 37 per cent, 10 per cent and 21 per cent over 1991.

Total assets grew by 14 per cent to R17.3bn from R16.5bn – in line with inflation – while advances increased by 12 per cent to R34.7bn from R30.

The dividend is being lifted by 16 per cent to 66 cents a share from 57 cents on a similar increase in earnings to 215 cents a share from 185 cents.

Japanese steel trader reverses

SUMIKIN Bussan Kafaha, a Japanese steel product trader due to merge with heavily indebted Itohman Corp, yesterday unveiled parent net losses of Y75m (\$60,000) for the six months to September 30, compared with profits of Y425m a year earlier, Reuter reports from Tokyo.

The losses were due to slow demand for steel products stemming from the overall economic slump.

Sumikin Bussan, which is 59.5 per cent owned by Sumitomo Metal Industries, forecasts full-year net profits of

Y50m. It posted half-year parent pre-tax profits of Y107m, down from Y82m, while sales fell to Y328.42bn from Y358.55bn. It expects full-year taxable profits of Y600m on sales of Y500m.

Itohman carries a large amount of debt because of its investment in properties and art, but this will not directly affect the planned listing. The debt will not be passed to the merged firm but will be cleared by Itohman.

For the six months to September 30 1992, Itohman sees parent taxable losses of Y68m and net losses of Y48m. For the year to March it sees taxable losses of Y17m and net losses of Y90m.

On any exchange. However, it aims to be listed on the Tokyo Stock Exchange by 1996.

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Japanese brokerages crowded into the European markets during the height of the Tokyo stock market in the 1980s, when Japanese companies rushed to raise equity-linked funds. However, the slump in the home market has depressed overseas equity-linked financing.

Nomura said that since current overseas operations were built to satisfy clients' needs at the peak of the Tokyo stock market, the streamlining of operations was inevitable.

The company plunged into taxable losses of Y21bn (\$169m) from profits of Y1.1bn a year earlier. Turnover fell by 31.8 per cent to Y73.2bn. At the net level Nippon Housing Loan

reported losses of Y29.4bn compared with profits of Y73m.

The company said non-performing loans were increasing due to the property slump. Unrealised losses on securities were Y27.7bn, while the outstanding balance of loans at the end of September fell 3.3 per cent to Y2,239.8bn.

Nippon Housing Loan is passing its interim dividend compared with Y3 a share last time, and has refrained from making an earnings projection for the full year to March.

Nomura Securities to close three offices in Europe

By Terry Hall in Wellington

NOMURA Securities, Japan's largest securities brokerage, yesterday announced the closure of three of its European offices to reduce costs, amid the slump in the domestic stock market and the fall in underwriting business in Europe.

In the latest move to reorganise its operations overseas, Nomura will close its Munich and Basle branches at the end of this month, and its Stockholm representative office on December 11. The closures follow last month's cut of 50 staff in London.

The operations of the Stockholm office will be taken on in London. The four local employees are to be made redundant. Staff at Nomura's Munich and Basle offices have been offered jobs at its Frankfurt and Zurich subsidiaries.

Last month, Yamaichi Securities closed its branch in Melbourn.

Japanese brokerages have been forced to concentrate on strengthening domestic operations at a time when the Tokyo stock market has failed to recover.

While the Nikkei stock average rose from a six-year low of 14,309 in mid-August, after the Japanese government's announcement of an emergency economic package, the index has since lost half of these gains on worries over corporate earnings and the country's political turmoil.

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Nomura said that since current overseas operations were built to satisfy clients' needs at the peak of the Tokyo stock market, the streamlining of operations was inevitable.

It is the present intention of both the issuer and the Guarantor to proceed with the petition to the House of Lords and, if successful, with the appeal against the Judgment of the Court of Appeal.

Holders are referred to the notice published by the issuer on 24th August, 1992. The issue of whether the issuer will receive leave to appeal pursuant to its petition to the House of Lords has not yet been resolved but is now expected to be resolved by the end of November, 1992 or shortly thereafter.

In addition, certain applications in relation to an action for rectification of the Conditions of the Bonds have been adjourned until at least 14th December, 1992. Moreover, a writ has been issued seeking interest on the difference between the redemption price of the Bonds of 117.70 per cent of their principal amount and the redemption price of the Bonds of 103 per cent of their principal amount at such rate and for such period as the Court shall think fit.

In accordance with its normal practice, the Trustee has expressed no opinion as to the merits, financial or otherwise, of the Second Arrangement which it was not involved in negotiating.

Copies of the following documents will be available for inspection by Holders during normal business hours on any weekday (Saturdays and public holidays accepted) up to and including 24th November, 1992 (or such later date as the issuer may fix) pursuant to paragraph 12 of the Second Arrangement at the offices of the Trustee set out below:

(i) the Trust Deed dated 12th November, 1986 between the issuer, the Guarantor and the Trustees constituting the Bonds and the First Supplemental Trust Deed dated 16th October, 1992 between the issuer, the Guarantor and the Trustees;

(ii) the notices in relation to the Bonds published in the Financial Times on 27th September, 1991, 11th November, 1991, 24th August, 1992 and 20th October, 1992;

(iii) the Judgments of Mr. Justice Ferris and the Court of Appeal referred to in such notices; and

(iv) the Second Supplemental Trust Deed dated 12th November, 1992 referred to above.

WITHOUT PREJUDICE

NOTICE

to the holders (the "Holders") of the outstanding receipts (the "Receipts") issued on deposit of the

Bell Resources Financial Services N.V. (the "Issuer")

U.S.\$57,585,000 5 1/4 per cent. Guaranteed Convertible Subordinated Bonds due 1996

unconditionally guaranteed on a subordinated basis by

Australian Consolidated Investments Limited

(ACN 008570824) (formerly called Bell Resources Ltd.)

(the "Guarantor")

In respect of which the put option in Condition 8(C) of the said Bonds was exercised (the "Bonds").

NOTICE IS HEREBY GIVEN to the Holders, further to the notices published by the issuer on 24th August, 1992 and 20th October, 1992, that, in advance of the hearing of the issuer's petition to the House of Lords for leave to appeal against the Judgment of the Court of Appeal referred to in such first mentioned notice, the following further without prejudice arrangement (the "Second Arrangement") has been formulated by the issuer and the Guarantor for full and final settlement of all claims in respect of each Bond to which a valid Settlement Notice (as defined below) relates:

THE SECOND ARRANGEMENT

Pursuant to a Second Supplemental Trust Deed dated 12th November, 1992, the issuer, the Guarantor and The Law Debenture Trust Corporation p.l.c. (the "Trustees") have agreed on and subject to the terms set out below:

(1) The Second Arrangement is without prejudice to the issuer's and the Guarantor's rights in respect of the matter in respect of which the petition to the House of Lords and all other matters relating to the Bonds, hereinafter, or from the date of the relevant payment in accordance with 8(I) below, cease to be without prejudice in respect to each Bond to which a valid Settlement Notice (as defined below) relates;

(2) on delivery to the office of the Trustees set out below prior to 3.00 p.m. (London time) on 24th November, 1992 (or such later date as the issuer may fix) pursuant to a Settlement Notice (in the form and manner agreed by the issuer and the Guarantor) duly completed and signed, each Holder shall be entitled to and bound to accept the payment by way of premium of U.S.\$500 in respect of each U.S.\$5,000 principal amount of each Bond to which such Settlement Notice relates in full and final compromise, settlement and discharge of all claims which such Holder, the Trustee or any other person may have against the issuer and/or the Guarantor in respect of such Bond (including any claim for interest whether in respect of such Bond or otherwise); and

(3) such payments shall be made by the Trustee (out of the amount paid by the issuer referred to in the notice published by the issuer on 24th August, 1992) as soon as practicable upon delivery as aforesaid in accordance with the instructions given by Holders in the relevant Settlement Notices and forthwith thereafter the Trustee shall endorse or procure the endorsement of the Receipts) with the aggregate principal amount of the Bonds to be cancelled, whereupon the aggregate principal amount of the Bonds shall be reduced for all purposes by the amount so endorsed.

Trustee

The Law Debenture Trust Corporation p.l.c.,
Princes House, 95 Grosvenor Street,
London EC2V 7LY.

Published by Bell Resources Financial Services N.V.
17th November, 1992

Approved by International Pacific Securities plc for the purposes of section 57 of the Financial Services Act 1986. International Pacific Securities plc of 37 Lombard Street, London EC3V 9BQ, is a member of FIMBRA.

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Fay, Richwhite to pay bonus on BNZ stake sale

By Terry Hall in Wellington

FAY, Richwhite, the New Zealand merchant bank, is to pay shareholders NZ\$40m (US\$21m) as a tax-free special dividend to mark the successful sale of its 23 per cent holding in the Bank of New Zealand (BNZ).

The sale of BNZ, which netted Fay, Richwhite NZ\$389m, had enabled the company to retire all its core debt, which would lead to a substantial reduction in interest costs and improve cash flow.

The sale would also lead to a significant improvement in the quality of earnings.

Fay, Richwhite shares rose 5 cents to 82 cents on the New Zealand Stock Exchange yesterday afternoon before the announcement. Earlier this year the shares hit a low of 52 cents, but reached NZ\$1.20 during the America's Cup yachting challenge, when Sir Michael Fay was the main backer for the New Zealand entry.

Bank cleared of favour claims

By Terry Hall

FAY, Richwhite, the New Zealand merchant bank, was yesterday cleared by a public inquiry of allegations that as a leading shareholder in Bank of New Zealand (BNZ) it was granted favours relating to a grant of NZ\$42.5m (US\$22.31m) loan it received from BNZ in 1990.

At the time the Nikkei stock average



Applications are invited for the Alan Harper Bursary, an award jointly sponsored by the Financial Times and BT, in association with the British Journal of Photography.

A bursary of up to £5000 will be available to full-time photographers/photographic technicians, or students on a recognised full-time photographic course aged 25 or under on 1 January 1993.

This bursary has been set up in memory of FT Photographer Alan Harper who died whilst on assignment in Kuwait in April 1991.

Please contact Natasha Anderson on 071 873 3517 for an application form.

CLOSING DATE 31 DECEMBER 1992

FINANCIALTIMES



Moulinex
KRUPS
GROUPE
MOULINEX
EXTRAORDINARY GENERAL MEETING

The Board of Directors of Moulinex S.A. has decided to convene the shareholders to an Extraordinary General Meeting in December to submit a proposed modification of article 38 of the statutes concerning the financial year.

By changing the beginning of the financial year to 1st April, the Group's sales, which are of a highly seasonal nature, will be spread more evenly.

If this proposal were to be approved, the current financial year would be extended to 31st March, 1993. In order to provide full information and allow annual and half-year comparisons with the previous year, the Group will publish annual consolidated accounts as at 31st December 1992, for a twelve and fifteen month period as at 31st March, 1993 and for six months as at 30th September, 1993.

At the end of October 1992, the consolidated turnover amounted to 6,486 million French francs, a slight drop from the 1991 level. Not taking into account the adverse incidence of exchange rates, it has increased by 1%.

October has confirmed the trend observed over the past months: a very slight increase in activity in the Group's markets. Added to this is the adverse effect of parity fluctuations recently encountered within the European Monetary System.

FannieMae
Federal National Mortgage Association
¥7,000,000,000
Floating Rate Japanese Yen Debentures
Due May 17, 1996

Notice is hereby given, that the rate of interest from November 17, 1992 through and including May 16, 1993 is 4.31% per annum. Interest payable on May 17, 1993 will amount to ¥21,573 per ¥1,000,000 principal amount.

By: The Chase Manhattan Bank, N.A.
London, Fiscal Agent
November 17, 1992



Toys 'R' Us up 15% on 'marginal' sales growth

By Nikki Tait

TOYS "R" US, the large US-based specialty retailer, reported a 15 per cent improvement in third-quarter profits, to \$57.5m.

The advance came on sales up from \$1.18bn to \$1.34bn, and translated into earnings per share of 12 cents, compared with 11 cents in the same period of 1991.

The retailer, which plans to have 540 toy stores operating in the US by year-end and another 167 overseas, said that comparable store sales only increased "marginally" in the quarter, although on a nine-month basis they were up by 3.6 per cent.

The group said it planned to add another 90-95 new stores next year, both in the US and overseas – including the first outlets in the Netherlands, Belgium, Portugal and Switzerland.

Toys "R" Us has now reported after-tax profits of \$97.5m for the first nine months of the year, compared with \$77.8m a year earlier. Sales in this period advanced from \$3.26bn to \$3.77bn.

The shares eased 3% to \$25.50 yesterday.

Tiffany, the upmarket jeweller, reported after-tax profits of just \$56,000 for the three months to 30 October, compared with \$8.06m in the same period of 1991. Sales slipped from \$126.4m to \$106.5m.

The US retailer blamed reduced shipments to the Mitsubishi department stores in Japan. These act as Tiffany's principal distributor in the Japanese market, and the cut was designed to allow the Japanese to adjust stock levels.

Avon outlines restructuring

By Karen Zagor in New York

AVON Products, one of the world's biggest manufacturers of cosmetics and toiletries, yesterday said it was restructuring its marketing and product management operations and creating an office of the chairman.

Costs associated with the realignment, which will be completed early next year, were included in a \$64.4m charge taken in April.

Avon will phase out its three international region headquarters, creating nine streamlined units covering sales, marketing and distribution operations around the world.

These new units will report directly to the office of the chairman, which will set growth initiatives, integrate global strategies and allocate resources to Avon's businesses around the world.

Pacific Dunlop chief optimistic

PACIFIC Dunlop, the diversified Australian industrial company, yesterday reported first-quarter sales and profits well ahead of last year's and forecast improved earnings for the current 12 months. Reuter reports from Melbourne. Mr John Gough, chairman, told the company's annual meeting the group would do better than others in tough conditions. Pacific Dunlop does not publish quarterly figures, but in the year to June reported net profits of A\$215.8m (US\$143.8m) down from A\$337.50m a year earlier.

INTERNATIONAL COMPANIES AND FINANCE

K mart reports 11% increase in third quarter

By Nikki Tait in New York

K MART, the large US discount retailer, yesterday reported an 11.1 per cent increase in after-tax profits in the 13 weeks to October 30, to \$122m. Sales were up from \$7.97bn to \$8.84bn, with the advance in "same-store" sales for the quarter running at 2.9 per cent.

Because of an equity-related stock offering in August 1991, however, earnings per share advanced by a more modest 8 per cent, to 27 cents.

Within the group overall, K mart said core general merchandise outlets recorded sales of \$6.07bn, up from \$5.8bn in the same period of 1991, with same-store sales rising by 2.1 per cent.

On the specialty retail side, sales rose from \$2.16bn to \$2.77bn, with same-store results up by 5 per cent. Operating profits from the general merchandise divi-

sion totalled \$260m (\$216m), while the specialty chains produced \$32m (\$41m) – a drop partially explained by a \$4m loss at the Pace warehouse club chain, compared with a \$7m profit last time.

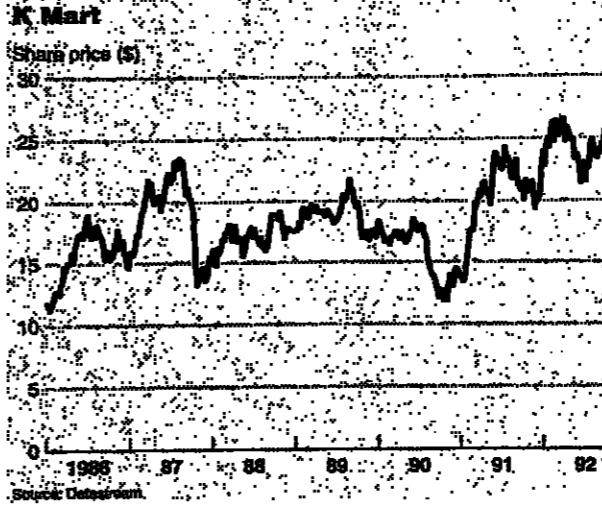
Mr Joseph Antonini, chairman, said yesterday that "the tone of the business improved materially in the third quarter", and noted there had been less disruption to business due to the store renewal programme. He said the com-

pany was pleased with the "progress made by the specialty retail group, especially considering the large store opening programme". He suggested that the Pace results had been affected by a rapid expansion programme.

The group has made after-tax profits of \$406m in the first nine months, compared with \$380m in the same period of 1991, with sales reaching \$26.2bn (\$24bn).

Antonini puts his faith in the 'big boxes'

The K mart head sees discount emporia as the key to US retailing, writes Nikki Tait



Finally, K mart is looking overseas – a strategy which differentiates it from its US competitors apart from, perhaps, Wal-Mart – and made its first move by purchasing a dozen retail outlets in Czechoslovakia earlier this year.

So what does the new strategy add up to? Some of the recent moves cannot be judged at this early stage. A more fundamental question is whether refurbishing K mart outlets is paying off.

So far this year, K mart's same-store sales growth in the general merchandise division has been uninspiring, running at 2.1 per cent (for US stores) in the 39 weeks to end-October. K mart claims an incremental 3.4 per cent increase in sales from refurbished stores, but stresses this is an average.

One problem is that the cost base remains substantially higher than that at Wal-Mart. For example, operating, selling, general and administrative (SG&A) expenses accounted for 15.2 per cent of Wal-Mart sales in the 12 months to end-January; at K mart, the figure was 21.2 per cent. Again, these ratios are "group-wide" and to some extent reflect the two groups' different type of stores. Growth of the low-cost Pace warehouse club chain may help reduce K mart's SG&A over time.

Earnings growth, meanwhile, has been patchy as restructuring charges and the general reshaping of the group has taken a toll.

In the year to end-January 1992, earnings per share stood at \$2.02, only marginally above 1988's \$2. Supporters argue that the best is to come – and earnings predictions for the current 12 months range around the \$2.15 mark. But everything, it seems, has yet to be proved.

Record take-up for GM card

By Martin Dickson in New York

by number of accounts, if placed in the 1991 rankings compiled by the newsletter.

Credit cards, offering fat profit margins because of the high interest they charge on rolled-over debt, have become an area of increasingly intense competition between traditional US bank issuers and new entrants such as GM and AT&T, luring consumers with rebates on goods and services.

Mr Peters said GM had not introduced a new element to the battle but had intensified the existing competition. "This turns up the heat on the whole industry," he added.

GM's main purpose in launching the card has been to secure customer loyalty for its vehicles and sell more of them.

The group has seen its car market share plunge from some 46 per cent at the start of the 1980s to around 35 per cent now.

However, the credit card business is also meant to operate profitably once launch costs are out of the way.

The card's success stems in part from GM's immense marketing muscle as America's

leading vendor of vehicles. It opened the campaign with a network television advertising campaign and direct mailings to more than 80m homes.

It has been encouraging consumers to abandon their existing credit cards by moving debt from those accounts to the GM card to earn more vehicle rebate money.

The company said some 10 per cent of the 2m accounts had involved this balance consolidation feature, with an average transfer of some \$2,000.

Mr Peters noted that leading bank credit card issuers had been saying they were not losing a lot of customers to GM, which suggested that the company's account holders were simply carrying additional cards in their wallets.

However, Mr Ronald Zebeck, managing director of GM's credit card operations, said consumers were using the GM card 12 times a month, compared with an industry average of 3.5 times monthly, and the average purchase was \$112, compared to an industry average of \$68.

Capital adequacy plan under fire in Germany

By David Waller in Bonn

house of the German parliament, met last week and is meeting again next week to debate how the law should be implemented in detail.

At issue is the treatment of the banks' hidden reserves, which consist of extensive portfolios of property and securities and participation in industrial companies. The EC directives envisaged allowing these reserves to count fully towards Tier 2 capital, but the draft law being debated by the finance committee imposes strict restrictions on their use.

Under the draft law, German banks would have to have Tier 1 capital (equity and retained earnings) of 5 per cent before being able to count reserves towards the total 8 per cent capital requirement. Even then, the reserves would be limited to the book value of the investment and would only be able to count for 1 per cent of capital. The banks want the directives to be adopted without change: this envisages a requirement of 4 per cent Tier 1 capital and 4 per cent Tier 2.

SKF the world leader in rolling bearings, operates an advanced quality system on a global basis committed to continuous improvement in products and services. Many international companies have confirmed its success.

30 SKF factories so far assessed by Ford have all been given the prestigious Ford Q1 Preferred Quality Award. The plants are judged not only on production and performance, but also on an assessment of high quality in all areas. Awards have also been received from Nissan Diesel, Chrysler, GM, Rolls Royce, Audi, Black & Decker, VW and many others.

In over 130 countries, the SKF quality system works to increase customer satisfaction and strengthen market leadership.

SKF Interim Statement
SKF Group sales for the first nine months of 1992 amounted to 19,900 million Swedish kronor (£1,430m), compared with 20,070 m (£1,477m) in the corresponding period a year earlier. Of this amount, external sales by the Ovako steel division accounted for SEK 1,743 m (£126m). Ovako was reported as an associated company in 1991. After financial income and expense, the Group reported a loss of SEK -361 m. (£-35m) of which Ovako accounted for SEK -407 m.

Forecast
The further deterioration in demand which set in during the third quarter of 1992 led to poorer sales and expense is also expected during the last quarter. For a copy of the 1992 Nine Months Statement please contact:
SKF Group Public Affairs
S415-30 Göteborg, Sweden
Tel +46-31-371000

Average rate of exchange January – September 1992.
1 GBP = 10.26 SEK. Average rate of exchange January – September 1991. 1 GBP = 10.69 SEK.

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INTERNATIONAL COMPANIES AND FINANCE

AT&T leads way with \$28m Polish plant investment

By Christopher Bobinski

In Warsaw

AT&T, the US telecommunications company, has taken a big step in the Polish market with the purchase of 80 per cent of the country's Telfa telephone equipment plant in Bydgoszcz.

The US group will pay \$28m for its stake.

The purchase is the first by a western investor in Poland's telecommunications sector, with AT&T promising to invest \$45m in the loss-making plant as well as increase its capital by a further \$7.2m.

Poland has an ambitious telecommunications development programme funded in part by the World Bank, which is aimed at tripling the country's 3m lines by the end of the century.

The market is being fiercely contested by western equipment suppliers, such as Northern Telecom of Canada, Alcatel of France, Siemens of Germany and Ericsson of Sweden, which

bid unsuccessfully against AT&T for the Telfa plant.

The Poles have decreed that 50 per cent of the value of the telecommunications equipment installed in the country should be sourced domestically. Yesterday Mr Janusz Lewandowski, the privatisation minister, said the home market was large enough for only three main suppliers.

Each of AT&T's western rivals have small joint ventures in Poland with telecommunications plants.

AT&T has already installed an international telephone exchange in Warsaw as well as its switching equipment, which will now be produced at Telfa works in Szczecin, Wloclawek, Siedlce and Plock.

• Schieder Mbel, a German furniture producer, has paid DM3.8m (\$24m) for a 30 per cent share of Poland's Bydgoszcz Furniture Factory. The German company has promised to invest DM21.6m in the plant.

Power Corp surges 30% on rise from subsidiaries

By Robert Gibbons

In Montreal

POWER CORP of Canada, the senior holding company of Mr Paul Desmarais, the Montreal financier, unveiled a 30 per cent increase in nine-month net profits.

The group lifted earnings to C\$135m (US\$107m) or C\$1.03 a share, up from C\$104m, or 77 cents a share, a year earlier on revenues which edged ahead to C\$4.5bn from C\$4.7bn.

The subsidiaries, mainly in financial services and communications, contributed C\$74m, against C\$70m.

Third-quarter net profits advanced 12 per cent to C\$32.3m or 24 cents a share, on revenues marginally ahead at C\$1.47bn.

The results for both periods show that on an operating basis the subsidiaries

improved their performance.

At September 30, Power Corp and 70 per cent-owned Power Financial had C\$750m cash and the group was virtually debt-free.

Its biggest subsidiaries are the publicly held Great West Life, one of North America's main life insurance companies, and Investors Group, a financial services retailer.

Mr Desmarais, in a joint venture with the Frere family of Belgium, owns 57 per cent of Paresa, the European holding company controlling Petrofina and a string of investments in Europe's industrial, financial services and communications sectors.

• Hydro-Quebec, the electric power utility fully owned by the Quebec government, suffered a 13.5 per cent decline in profits to C\$343m in the first nine months.

Telebras turns in profits of \$447m

By Bill Hinrichsberger

In Sao Paulo

TELEBRAS, Brazil's state-owned telecommunications holding company, turned in profits of \$447m for the first nine months of this year.

The results partly reflect attempts to recover a drop in real rates suffered between March 1990 and September 1991. During the first six months of the year, average real rates were 6.3 per cent higher than in 1991. In 1991, the company posted a year-end profit of \$106m.

By August, however, real

rates were still about half of their level in March 1990, when Mr Fernando Collor de Mello, the president now suspended to face impeachment charges, was inaugurated.

There are indications from acting president Mr Itamar Franco that rate increases may not continue to outpace inflation.

This, along with uncertainty over Mr Franco's attitude towards privatisation of the company, appear to be responsible for the fall in Telebras shares of American Depository Receipts (ADRs) in the over-the-counter market. Last Fri-

day, a lot of 1,000 shares closed at \$13 - 31.4 per cent lower than the opening price of \$17.50 on October 23.

On paper, nothing has changed with respect to the sale of Telebras and its 28 operating companies. Privatisation can only take place after an amendment to the 1968 constitution, which reverses a monopoly in telecommunications for the state.

Another uncertainty is the name of the new company president. Earlier this month, Mr Luiz Felipe Demucci Martin took over as acting president for Mr Jose Ignacio Ferreira. Mr Franco is expected to name the new company head by the end of the month.

Struggling Bank Summa faces deadline

By William Keeling

In Jakarta

BANK Summa, suspended from clearing operations last Friday with bad debts exceeding Rp1,000bn (\$313m), had no immediate prospect of resuming normal activity, according to Dr Adriano Mooy, governor of Bank Indonesia (BI), the central bank.

In an interview, Dr Mooy accepted that others among Indonesia's 215 banks faced problems of bad debt and poor management, although not on the scale of Bank Summa. The sector's bad and doubtful debts, excluding Bank Summa, amount to about Rp7,400bn or 6.3 per cent of the sector's loans, according to BI officials.

"It's very important for the banks to look ahead and see whether they can still survive... If they can survive but only for a short period,

they should start thinking about the way out. One of the ways of course is merging," he said.

"Very soon all these banks will be screened... through the application of prudent regulations," Dr Mooy added.

Banks have been told to increase their capital to 7 per cent of risk-weighted assets, up to 5 per cent, by next March.

He said that Bank Summa, the country's 10th largest private bank and owned by the Soeryadjaya family, had failed to keep to a plan agreed with BI for the injection of new capital.

The first of three instalments, scheduled in three month intervals beginning last September, had not been made.

When suspended, Bank Summa also owed Rp86bn in inter-bank lending. "They have to come up with a big bank solution, not only to

solve the deficit they hold with us, but also to meet the action plan. This has to be done very soon, because if not I see no life in Bank Summa," Dr Mooy warned.

He said 17 private banks were negotiating to raise more than Rp150bn, in order to take over Bank Summa's small-scale depositors with performing loans. This would save depositors but make Bank Summa's restructuring even more difficult, he noted, adding that over half the bank's bad debt is owed by private companies in the Soeryadjaya

hold an interest.

Dr Mooy said unless Bank Summa received new money quickly, its problems would become "even more impossible". The alternative, he added, was for BI "to ask the bank officially to discontinue operations".

Mr William Soeryadjaya, a

subsidiary of the UK's RITZ, has a right to earn 50 per cent of Aber's interest.

Mr Soeryadjaya, the North American subsidiary of the UK's RITZ, has a right to earn 50 per cent of Aber's interest.

Kenecott, the North American subsidiary of the UK's RITZ, has a right to earn 50 per cent of Aber's interest.

The auction programme is being announced before next month's key session of the Congress of Peoples Deputies.

who heads Bank Summa, was meeting BI officials late yesterday and has already taken steps to raise new finance.

Last Friday 40m shares in Astra International, which dominates Indonesia's automotive sector and in which the Soeryadjaya held a 76 per cent stake, were sold for Rp400m.

BI officials say the shares were pledged to state-owned Bank Dagang Negara, against loans to the Soeryadjaya.

Astra said yesterday it was unaware who had bought the shares, equivalent to 16.5 per cent of the company's capital.

Bankers say, however, the Soeryadjaya recently informed banks they planned to divest 60m shares in three equal blocks to Toyota of Japan, Danareksa, an Indonesian state-owned mutual trust, and to one of four charitable foundations chaired by President Suharto.



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FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, November 16, 1992. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

COUNTRY	E STG	US \$	D-MARK	YEN	COUNTRY	E STG	US \$	D-MARK	YEN	COUNTRY	E STG	US \$	D-MARK	YEN
	100	100	100	100		100	100	100	100		100	100	100	100
Afghanistan (Afghan)	99.25	65.3175	41.0973	92.3056	Greece (Dracon)	12.9243	8.5056	5.3516	6.8112	Pakistan (Pak. Rupee)	30.014	25.4123	15.9892	20.3499
Albania (Lek)	16.75	1.0000	1.0000	1.0000	Germany (D Mark)	7.4115	4.98103	313.340	398.6204	Peru (Nuevo Sol)	1.3175	1.2510	0.9871	1.2511
Angola (Kwanza)	31.75	2.0000	1.0000	1.0000	Guinea (Guinea)	1.00	0.6581	0.414	0.5257	Philippines (Peso)	2.9755	2.9755	0.9807	2.9755
Andorra (Fr.)	8.1450	5.3403	3.7226	4.2924	Ukraine (Ukrainian)	9.2500	6.9000	4.9522	5.9170	Portugal (Escudo)	36.75	24.1055	15.2173	19.3675
(Sp. Peseta)	11.75	7.7304	5.1095	5.7105	Latvia (Lats)	4.11	2.7048	1.7018	2.1166	Poland (Zlote)	1.00	0.5958	0.414	0.5257
Angola (Kwanza)	86.53	58.803	34.4337	45.1010	Malta (Maltese)	3.5400	2.5400	1.6400	2.1666	Malta (Maltese)	1.00	0.5958	0.414	0.5258
Angola (Pataca)	1.00	0.6499	0.4047	0.4522	Malta (Maltese)	1.00	0.6499	0.4047	0.4522	Malta (Maltese)	1.00	0.5958	0.414	0.5258
Angola (Tetral)	2.7121	1.7911	1.1264	1.4143	Malta (Maltese)	0.8335	0.5289	0.3265	0.4137	Portugal (Portuguese)	2.1000	1.3771	0.8770	1.2174
Angola (Tetral)	2.7121	1.7911	1.1264	1.4143	Malta (Maltese)	0.8335	0.5289	0.3265	0.4137	Portugal (Portuguese)	2.1000	1.3771	0.8770	1.2174
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Angola (Tetral)														

INTERNATIONAL CAPITAL MARKETS

Finland dominates sector with \$2bn, five-year issue

By Brian Bolen

THE Republic of Finland again dominated the international bond markets yesterday, with the confirmation of the main terms of its much awaited global US dollar issue.

At \$2bn, this first global sovereign issue was much

the issue will appeal to banks in particular which would be able to swap the bonds for floating rate assets paying 40 to 45 basis points over the London interbank offered rate.

Mr Tim von Halle, head of syndicate at Merrill Lynch, said: "We have not asset swapped a single bond, and we have sold almost \$600m."

J. P. Morgan Securities and Nomura International are the other lead managers.

Around 45 per cent of the issue was sold to US domestic investors buying the spread, said Merrill Lynch.

The bulk of the balance went to continental Europe.

Japan Development Bank's \$300m seven-year 6% per cent straight bond through LTCB International received little attention in the circumstances.

It had a mixed reception,

supposedly failing to capture

the imagination partly because

of the clash with Finland,

however traders note that the

maturity and credit are quite

different. Plus points for JDB include the strength of its credit and increasing demand for longer maturities because of the steepness of the yield curve. The pricing was thought somewhat tight at 34 basis points over comparable US Treasuries.

The upward drift in the interest coupons payable on Japanese equity warrants continued with issues from Daiwa House Industry.

The company has had to accept a coupon of 3% per cent on its \$300m four-year issue and 2% per cent on an issue for \$70m with the same maturity.

Over the past month, coupons have climbed from around 1.5 per cent as a result of the oversupply of such issues and the rising cost of the dollar given the feeling that US interest rates have bottomed out.

Bayerische Vereinsbank

again reopened a collateral

floating rate note due 2002, issuing a further \$50m tranche to fill pockets of demand. Caisse Autonome de Refinancement's FR300m reverse FRN is seen as an investor-driven yield curve play. The DM300m 10-year 7% per

cent issue for Metropolis of Tokyo was described as very tightly priced but well received, selling mainly to Japanese financial institutions with operations in Europe as well as to local retail investors.

Sterling swap spreads are

CFTC opens way for catastrophe contract dealing

By Richard Lapper

THE Chicago Board of Trade yesterday received regulatory approval from the Commodity Futures Trading Commission (CFTC) for a range of new catastrophe insurance futures and options, allowing trading to begin on December 11.

The catastrophe insurance futures contracts, originally announced in August this year, are designed to allow insurers to hedge underwriting risk associated with unexpected disasters.

Mr William O'Connor, CBOT chairman, said the contracts "will be the first in a new complex for a vital industry in need of efficient risk-management tools".

The futures contracts are to be based on figures for quarterly insured catastrophe losses nationwide and in three regions (eastern, midwestern and western) of the US.

The price of a contract will reflect the market's expectation of a quarter's catastrophe loss in relation to that same quarter's estimated property premium.

As severe catastrophes occur, or as frequency increases, the futures price is likely to increase.

Alternatively as the loss

quarter progresses with fewer

than expected catastrophe losses the futures price could decline.

Guarantees may be offered on geared funds

By Richard Waters

THE SIB said it was exploring methods by which funds could offer guarantees within the existing regulations, rather than preparing a complete overhaul.

In a separate move, the SIB said it hoped to put out guidance soon on how all unit trust fund managers use futures to hedge their portfolios.

Official guidance given earlier this year by an executive of Imro, the investment management regulator, was interpreted by trustees to mean that a fund could not buy a stock index future unless there was at least a 95 per cent "congruence" between its portfolio and the index.

Fund managers have said that this effectively made it impossible for them to buy stock index futures.

MANAGERS of unit trusts which invest in futures and options may be able to offer guarantees to their customers following a revision of current regulations planned for early next year, the Securities and Investments Board has said.

At the moment, restrictions

on the offering of guarantees have meant that no geared futures and options funds known as "GFOFs" have been launched since restrictions on them were lifted a year ago. Only a handful of futures and options funds with guarantees have been launched.

The yield curve has flattened

substantially, despite the weak performance of bonds. The

Government of Canada's 8% per cent 10-year bonds ended

down 1% point.

Geared funds are riskier,

making it important for their

managers to offer some form of guarantee to attract investors.

MARKET STATISTICS

FT/ISMA INTERNATIONAL BOND SERVICE

Listed are the latest International bonds for which there is an adequate secondary market.

Last prices at 7.05 pm on November 16

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COMPANY NEWS: UK

Generators face music on results

Michael Smith details the dilemma facing electricity companies

IN ANY other industry it would be a cause for celebration. Britain's electricity companies, however, view with apprehension the start of a results season that will see all of them declare healthy profits - most substantially higher than last year.

"Unless we declare no increases in profits and say we are reducing the salaries of our chairmen, we are bound to get flack," reflects the financial director of one of England and Wales's 12 regional electricity companies.

In the two years since privatisation, the sector has weathered attacks over the size of profits seen by critics as the product of feather-bedding introduced by the government to make the companies' shares attractive.

The interim results to be declared by the two generators, the two Scottish companies and the 12 regional electricity companies (RECs) in England and Wales over the next month

will be closely scrutinised because of the government's energy policy review.

The RECs are vulnerable to

They face criticism from several quarters. Dividend cover is high and most companies are likely to reason that abandoning the policy of strong dividend growth, albeit temporarily, would lead to a loss of shareholder loyalty.

attack because of their role in the so-called "dash for gas". This has seen some join ventures that will lessen the need for coal-fired generation, contributing to British Coal's decision, now under review, to close 31 pits and shed 30,000 jobs.

Although these results will tell us nothing about the economic viability of gas-fired power stations, the RECs will come under strong pressure at results meetings to justify

their claims that customers will not suffer. High profits would increase the suspicion that companies are too heavily

affect some companies' dividend decisions. High increases run the risk of antagonising politicians and the electricity regulator at a time when critical decisions are being made about the industry's future.

Dividend cover is high and most companies are likely to reason that abandoning the policy of strong dividend growth, albeit temporarily, would lead to a loss of shareholder loyalty.

Most analysts expect National Power, PowerGen and the Scottish companies to increase dividends by 10 per cent or more, and the RECs by an average of about 12 per cent.

National Power starts off the season today with expectations of between £205m and £236m at the pre-tax level, against £202m last time. PowerGen will show a less impressive headline growth tomorrow - analysts expect £100m against last year's £97m - largely because of accounting procedures leading to a heavier proportion of profits being reported in the second half.

With the generators' income and costs relatively easy to predict because of long-term contracts with British Coal and the RECs, the City will focus on what progress the companies are making with cost cutting, in particular staffing reductions.

Profit growth is also assured for the RECs. They enjoy inflation-plus pricing formulas, cost reductions through rationalisation and the likely rise in distribution business which provides more than 80 per cent of profits.

Volume growth is likely to have continued, perhaps by about 1 per cent. Demand is

blased towards serving the interests of their shareholders rather than customers.

Prof Stephen Littlechild, the electricity industry regulator, has launched a long-term review of industry pricing, and the latest results could affect his thinking.

The industry can at least

comfort itself with the likelihood that pre-tax profits will have risen less steeply than they did for the first post-privatisation full-year results six months ago.

The RECs then recorded an average rise of more than 50 per cent. A figure closer to 20 per cent is likely this time, still leaving room for critics' attacks.

The profit out-turns, however, will have only limited value.

Electricity use is highly seasonal and some companies

first-half profits will be less than a tenth of the yearly outcome.

In addition, the post-privatisation restructuring of the industry and the recession

leave plenty of scope for companies to make exceptional provisions and thus reduce the headline profit total.

Political pressure may also

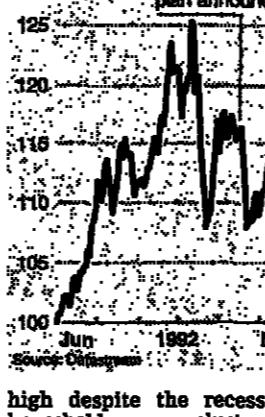
be applied to the RECs to include some of the proposed savings in the final dividend.

Volume growth is likely to have continued, perhaps by about 1 per cent. Demand is

Electricity

FT-10 Index relative to the FT-10 All-Share Index

British Coal pit closures plan announced



Construction slump leaves Vibroplant 24% behind

By Paul Taylor

VIBROPLANT, the plant hire group with operations in both the UK and US, yesterday blamed the slump and price cutting in the UK construction industry for a sharp decline in interim pre-tax profits.

Mr Jeremy Pilkington, chairman, said that output in most UK construction sectors is still in decline, and warned that commercial and industrial construction is unlikely to recover before 1994 "at the earliest".

As a result second-half profits are expected to be lower than those in the first half.

Although US profits were maintained in the latest period, the reduced UK contribution resulted in a 24 per cent decline in group pre-tax profits which fell to £2.68m in the six months ending September 30, down from £3.6m.

A further deterioration in construction activity levels in both the UK and the US during

the first half, resulted in an 11.4 per cent drop in turnover to £26.2m (£40.9m).

Earnings per share fell to 2.93p (4.05p) but the interim is maintained at 1.23p although the dividend policy will be kept under review.

In the UK, pre-tax profits fell by 34 per cent to £1.22m on revenues which were broadly maintained at £18.7m (£19.3m) including a first-time revenue contribution of £1.1m from Alphabet Event Hire which was acquired in February.

Strong positive cash flow enabled the group to invest about £3m during the first half, and to continue its objective of reducing borrowings.

At the end of September group debt stood at £23m, representing about 50 per cent of shareholders' funds, down from £37m, representing gearing of 70 per cent, at the end of March.

A further reduction in borrowings is expected in the second half with year-end gearing falling to about 50 per cent.

Looking ahead Mr Pilkington noted that the prospects for US economic recovery have suffered "several false dawns" but added "we would expect the recovery to start earlier in the US, and proceed more rapidly than in the UK."

NEWS DIGEST

Black Arrow trebles

BLACK ARROW Group, the office furniture and leasing finance group, saw pre-tax profits treble in the half year to September 30.

However, the company warned that the outlook for the rest of the year was bleak.

On turnover up 41 per cent from £11.7m (£2.35m) profits rose from £2.68m to £1.85m including a £668,000 contribution from a property division.

But Mr Arnold Edward, chairman, said trading conditions had deteriorated in recent months and were not expected to improve for some time.

The interim dividend, doubled at 1p, "but does not necessarily imply an increase in the final dividend", he said.

Platinum up 71% at £329,000

Platinum, the manufacturer of writing instruments, stationery, furniture and housewares, took an upward turn in the half year to September 30 with pre-tax profits advancing 71 per cent from £12.000 to £22.000.

Turnover fell from £23.89m to £23.14m.

Mr Simon Knott, chairman, said that both stationery and housewares were performing well in difficult markets.

An extraordinary charge of £660,000 related to the disposal in June of Cousins and Matthews, the Kim Furniture subsidiary. Problems at Younger Furniture, which has incurred losses, continued to be "addressed".

Earnings improved from 0.9p, adjusted for the 1-for-10 share consolidation which took place as part of the capital reorganisation in May, to 1.2p. As forecast with the open offer and placing in March, there is

a return to the dividend list with an interim of 0.25p.

Nesco advances 60% to £222,000

NESCO Investments, the computer software group which also generates and supplies electricity in Nigeria, reported a 60 per cent increase, from £12.89m to £222.313, in pre-tax profits for the year to June 30.

Directors said DCS, the computer services operation, produced its best ever result with operating profits before exceptional items and interest improving by 23 per cent.

Total sales were down from £5.65m to £5.31m, reflecting the weakness of the naira.

Earnings per share amounted to 2.37p against 0.85p.

GEC bids for the rest of Berkell's

GEC is offering to buy the outstanding 35.34 per cent of the ordinary share capital of Berkell's Patent, the Dutch food industry supplier, and intends ending the company's listing.

The offer is £1.35 per share which values the whole of the Berkell's ordinary equity at £1.22.8m (£2.36m). Berkell's board is recommending the offer. GEC owns all the priority shares.

In the nine months to September 30 significant losses were reported as well as a further reduction in shareholders funds. By the end of the period net asset value had fallen to £1.03, despite the conversion of GEC's £1.10m subordinated loan into equity.

Oglesby & Butler falls to £74,000

Oglesby & Butler Group, the Irish-based electrical and electronic power tool company, reported profits of £74,000 (£81,100) before tax for the six months to September 30. The decline from last time's

£164,000 came on turnover of £11.5m (£11.8m). Earnings per share worked through at 0.51p, down from 1.33p last time.

Towles cuts interim loss to £537,000

TOWLES, the Loughborough-based textile company, reported lower pre-tax losses of £33.000 for the six months to August 31, compared with £44.000. Turnover increased from £5.75m to £6.49m.

After a tax credit of £177,000 (£212,000) losses per share were 15p (16p).

Write-off ups loss at CH Bailey

Losses at CH Bailey, the engineering, ship repairing and leisure group, increased from £364,081 to £1.09m pre-tax over the 12 months to March 27.

The figure was struck after a write-off of £639,191 in respect of the group's investment in Clarke Foods, the ice-cream maker which called in administrative receivers in October.

Turnover amounted to £3.54m, down from £5m. Losses per share were 1.8p (1.1p).

Allied-Lyons sells Muswell's chain

Allied-Lyons is to sell its chain of Muswell's continental style cafe-bars to Priorywood Holdings. Terms of the deal were not disclosed.

A total of 28 Muswell sites will be sold. Allied will retain eight outlets and convert them to other brands.

Mr Tony Trigg, chief executive of Allied-Lyons Retailing, said that the company had decided after a strategic review to focus resources on two core areas: pub and mainstream branded restaurants.

Mr Bob Snaith, chairman of Priorywood, which operates a chain of restaurants, said that Muswell's was "a very good fit with our outlets and trading activity".

ONE YEAR

ONE YEAR

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Step-Up Coupon Participating Bonds due December 14, 1993 (the "Bonds")

NOTICE OF BONDHOLDER MEETING

Notice is hereby given that a Meeting of Holders, pursuant to the terms of the Bonds, will be held on Thursday, November 18, 1992 at 9:00 a.m. (Tokyo time) at:

Grace Hotel Tokyo

Four Roaring 20s Floor

6-10 Ginz, Chuo-ku

Tokyo

The Issuers have requested a meeting of Holders, pursuant to the terms of the Bonds, for the purpose of responding to a notice from the Borrower under the Mortgage and to establish mechanism for communication with the Borrower.

By: CME Finance, N.V.

CME Capital, N.V.

UNITED STATES TRUST COMPANY OF NEW YORK, as Trustee

Dated: November 17, 1992

SCOTLAND

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YORKSHIRE BUILDING SOCIETY

£165,000,000 Floating Rate Notes due 1994 issued on 16th February 1992 and a further £55,000,000 Floating Rate Notes due 1994 issued on 16th June 1992 consolidated and forming a single series (hereinafter, "Notes")

In accordance with the terms and conditions of the Notes, notice is given that the interest rate on the Notes will be 7.35 per cent per annum. The relevant interest payment date will be 16th February 1993. The Notes will be paid in £100,000 units. The principal amount of the Notes will be £22,000,000, payable against surrender of Coupon No. 16.

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up leave
behind

Former Bloomingdale chief buys Conran's Habitat Storehouse sells US arm

By Nick Tait in New York and
Richard Gourley in London

ALMOST A year to the day after retiring as chairman of Bloomingdale's, the up-market North American department store chain, Mr Marvin Traub is to buy Conran's Habitat in the US, founded by one of the UK's fallen retail stars.

Storehouse, the retail group which owns Conran's Habitat through The Conran Stores Inc, will receive a nominal price from MTLG, a vehicle owned partly by Mr Traub.

The Traub consortium said yesterday that it would keep the Conran name, but planned to re-merchandise the stores, possibly bringing in international designers and re-instating the catalogue operation.

When in October Storehouse announced its break-up it said closure or sale of Conran Stores would lead to a £25m extraordinary provision. Last year Conran Stores incurred a £7.7m loss on sales of £200m.

The sale substantially completes the dismantling of the retailing conglomerate built up by Sir Terence Conran in the 1980s. In October, Storehouse sold Habitat to the holding company of Ikea, the Swedish retailer, while Sears bought the Richards fashion chain.

Storehouse expects to have no net debt by the year-end. The £10m proceeds of the Habitat and Richards sales will be used to develop the remaining B&M and Mothercare chains. The 19 Habitat stores in the

US are based mainly on the East Coast with an image which is already slightly upmarket of their namesake stores in the UK.

Mr Traub, a New Yorker, started in the retail business with summer jobs at Macy's and Abraham & Straus, two department store chains, and then spent a year at Alexander's, the now-defunct New York-based retail group.

He moved to Bloomingdale's, where, after a succession of merchandising posts, he became president in 1969. He later became a director of Federated Department Stores, Bloomingdale's parent, which was taken over by Canada's Campeau, via a highly-leveraged deal, in the 1980s. Campeau put Bloomingdale's

up for sale in 1989, but Mr Traub's efforts to buy the chain were unsuccessful. Bankruptcy for Campeau and its various retail operations followed, although a relatively speedy reorganisation allowed Federated, still incorporating the Bloomingdale's stores, to move out of Chapter 11 proceedings earlier this year.

Since leaving Bloomingdale's, Mr Traub has formed his own firm, Marvin Traub Associates, a retail consultancy business. He has been joined by Mr Lester Gribetz, an executive vice-president. Mr Gribetz, former vice-chairman of Bloomingdale's, worked with Mr Traub for about 30 years at the department store group, and also owns an interest in MTLG corporate affairs.

Under the agreement, which is due to be completed later this month, IDV will use its international distribution network to gradually start distributing Gonzalez's main brands in markets outside Spain. Gonzalez will take over the Spanish distribution of Cinczano, the Italian vermouth and wines company where IDV took full control in January.

The distribution agreement does not include Japan and Switzerland, where Gonzalez will retain its existing distributors. IDV is also unlikely to assume UK distribution in the "immediate" future.

Links between the two companies go back to earlier this century when two members of the Gilbey family, former owner of IDV's Gilbey's gin, married members of the Gonzalez family.

Gonzalez reported sales of £12.2m (£11.6m) last year. Annual sales of Soberano and Tio Pepe total 1.6m and 550,000 cases respectively.

Mr Beckett said Gonzalez wanted IDV to help build its brands into international ones. IDV would consider lifting its stake in Gonzalez if the partnership worked.

IDV will appoint two directors to Gonzalez's board while Mr Carlos Gonzalez, chairman, will join the board of IDV Europe.

■ **COMMENT**

Fans of Mr Brewster who bought shares in Jarvis Porter after his move there last year will feel justified by these results. Already his first acquisition is contributing well and the second appears promising too. More are to be expected, although Mr Brewster is in no great rush and may be less ambitious in the size of deal than he was at David S Smith. Specialisation and solid finances are still to be the key words at Jarvis Porter. Current year forecasts of about £4.5m pre-tax (up from £2.1m) suggest a p/c steep but will still attract dedicated followers.

The shares are well above the £135 price at which the group placed shares in July to finance a \$11.4m acquisition of businesses from James Wilkes.

That deal went through in August, and the businesses were owned for three weeks of the period. The results also included a full contribution from Holmes Farm of Hong Kong, bought in June last year

Nestlé buys Clarke ice-cream business

By Guy de Jonguières,
Consumer Industries Editor

NESTLÉ, the world's largest food manufacturer, has bought most of the assets of Clarke Foods, the UK's second largest ice-cream producer, which went into receivership last month.

The Swiss group's purchase, from receivers Robson Rhodes, marks its first move into the ice-cream market in the UK.

The value of the deal was not disclosed, though Nestlé said it was not assuming any of Clarke's debts, totalling about £25m.

The assets acquired include four factories and the ice-cream brands of Lyons Maid business, such as Fiesta, Zoma, Fab and Mivvi.

Clarke bought Lyons Maid for £12m last year but paid only £7.5m of the price before going into receivership.

Mr Peter Blackburn, chairman of Nestlé's UK subsidiary, said the brands had a strong heritage and a great potential for development.

Nestlé's immediate priority was to pick up the running

of the business and ensure continuity of supply.

The company is due to meet Clarke's management today and will spend several weeks carrying out a detailed study of the business.

Clarke accounted for an estimated 18 per cent of total UK ice-cream sales of about £200m last year. Its market share today is far lower, following production problems which prevented it from achieving more than a quarter of its planned sales last summer.

Since a severe shortage of working capital caused the company to be placed in receivership, its workforce has been cut from about 600 to 300 people.

The company has factories in Greenford, Stourbridge, Telford and Liverpool and recently invested modern production equipment. It also has eight sales offices.

Nestlé has ice-cream operations in France, Portugal, Spain, Switzerland, the US, Latin America and North Africa. It formed a joint venture earlier this year with Dairy Farm of Hong Kong to make ice-cream in China.

Acquisitions provide lift at Jarvis Porter

By Maggie Urry

A JUMP in interim profits at Jarvis Porter, which prints labels for the spirits, tobacco and pharmaceutical industries, from £1.01m to £1.65m pre-tax, has been a success.

For £7m, profit rose 23 per cent to £1.64m and operating profits 60 per cent to £1.64m. Operating margins were 11.3 per cent, compared to 8.6 per cent, and 10.2 per cent for the 1991-92 year.

Net interest receivable was £12,000 compared to £142,000 payable. Earnings per share rose 65 per cent to 5.1p and the interim dividend is increased from 1.4p to 1.5p.

■ **COMMENT**

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IDV to take 30% nip of sherry

By Angus Foster

INTERNATIONAL Distillers & Vintners, the drinks arm of Grand Metropolitan, is to take a 30 per cent stake in Gonzalez Byass, the Spanish sherry and brandy company.

It is understood the stake will cost about £40m, valuing Gonzalez at more than £120m.

The deal gives IDV access to some of Spain's best known

drinks brands, including Tio Pepe sherry and Sobrano,

a Spanish brandy. Gonzalez's

finest sherry business also ties

with IDV's Croft Original pale

sherry cream.

"There is almost

a perfect fit," according to Mr

Edwin Beckett, director of IDV

Corporate affairs.

Under the agreement, which

is due to be completed later

this month, IDV will require an

improvement in trading per-

iods, which in turn will

depend on prices. The total

investment in 1991-92 was £4.5m.

First-half turnover fell from

£2.28bn to £2.1bn, while the

trading loss was £49m (profit of £30m). The pre-tax loss was

struck after a £2m exceptional

debit comprising redundancy

and other rationalisation

costs.

The company warned that

justifying a final significantly

higher than 1p will require an

improvement in trading per-

iods, which in turn will

depend on prices. The total

investment in 1991-92 was £4.5m.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

D-Mark weakens on forecast

THE DOLLAR showed a new bout of strength against the D-Mark yesterday after a group of independent German economists predicted that there will be zero per cent growth in Germany in 1993.

The report, by the "five wise men" who give independent advice to the German government, led to immediate speculation that the Bundesbank will have to ease monetary policy more quickly than it wishes, writes James Blunt.

After a sharp fall against the D-Mark on Friday, the dollar received a boost from Germany's grim economic news, rising nearly 2% pence on the day to a close of DM1.59 at the end of European trading. In afternoon trading in North America, the dollar continued its progress, reaching DM2.547.

In recent weeks, foreign exchange dealers have started to believe that the anticipated cut in German official rates may not take place before the New Year after all.

However, the report by five leading economics professors hired to give the German government independent advice has encouraged speculation that the Bundesbank may have to lower the Discount rate, currently

rently at 8.25 per cent, next month.

The dollar's progress was partly compounded by another set of US economic data suggesting that economic recovery may be underway. Industrial production in October was up 0.3 per cent, while recent indicators have shown a sharp rise in monetary growth, suggesting that bank lending is on the increase.

However, the increasing gloom on Germany's economic prospect was the dominant news in all currency trading, and triggered another bout of strength for the French franc against the German currency. The franc peaked at FF13.367 from a previous close of FF13.378.

The move was also helped by the Bank of France's decision not to reduce its key lending rates for the third time in two weeks, contrary to the market's expectations. The lira also appreciated against the

D-Mark, closing at 1.863 from a previous 1.854.

Again, the spotlight was on sterling as the one seriously weak currency in Europe. The pound fell 1% pence against the D-Mark to close at DM2.4150, and 3 cents against the dollar to a close of \$1.518.

Opinion remains divided on where the pound goes from here, now that the Autumn Statement has been delivered. Mr Steve Hannah, head of research at IBB International in London, was yesterday sticking to the view that the pound should remain above DM2.40, because of the incipient weakness of the D-Mark.

However, he believes the political uncertainty created by the arms-for-Iraq scandal is a new and unsettling factor for sterling. "If the political side gets worse, we'll have to jettison our economic views and accept that politics can drive us away from the economic fundamentals," he said.

EMS EUROPEAN CURRENCY UNIT RATES

Nov 16	Latest	Previous Close
1 cent	1.5186 - 1.5205	1.5000 - 1.5110
1 month	1.5244 - 1.5255	1.5344 - 1.5259
12 months	1.5365 - 1.5376	1.5700 - 1.5200

Forward premiums and discounts apply to the US dollar

Estimated rates set by the European Commission. Figures are in decimal notation. Percentage change for last 24 hours. Percentage change for a week. Percentage change for the month. The percentage difference between the actual market and Ecu rates for a currency, and the maximum permitted percentage deviation of the currency's market rate from its central rate.

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WORLD STOCK MARKETS

FRANCE (continued)										GERMANY (continued)										NETHERLANDS (continued)										SWEDEN (continued)										CANADA													
November 16	Sch	+ or -	Austrian Airlines	1,800	-34	Cap Gemini S	168.40	-10	Breitner Bk	353.30	-10	DAF	9	-0.70	Procordia A	174	-2	November 16	Krone	+ or -	November 16	Fis.	+ or -	November 16	Fis.	+ or -	November 16	Krone	+ or -	Sales	Stock	High	Low	Close	Chg	Sales	Stock	High	Low	Close	Chg	Sales	Stock	High	Low	Close	Chg	Sales	Stock	High	Low	Close	Chg
Austrian Post	432	-10	Carmaudimbox	170.70	-20	Gebrüder Käfer	126	-4	DSM	73.10	-3.50	Dorothy B	174	-2	24400 CorcanDev	521	-21	21	21	+0%	1300 Laurent G	514	-1	514	-1	-	36500 ScopriA	480	-10	490	+10	10	10	10	10	10	10	36500 ScopriA	480	-10	490	+10											
EVN	759	-10	Carrefour	2,485	-10	GEHE	595	-5.50	Elektro B	114.20	-0.20	SCA B	84	-0.20	50000 Datasys	514	-1	514	-1	-	1900 ScottPaper	510	-10	510	-10	-	1500 ScottPaper	510	-10	510	-10	10	10	10	10	10	10	1500 ScottPaper	510	-10	510	-10											
Jungblauder	15,100	-100	Chargers	144	+1	Gevelsbecker	221	+1.50	Elektro Dep Bcs	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Deutz	653	+5	Chesca	1,235	-1	Geisselmann (TM)	880	-	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Portuguese Zement	1,070	-	Chile Mediterranea	366	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
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Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10	10	10	10	10	10	3500 ScottCo	514	-1	514	-1											
Stora Enso	1,374	-10	Chilean Elect	306	-1	Geisselmann	567	-10	Falkensteiner	114.20	-0.20	SEAS 50	35	-3.50	50000 Datasys	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	-	3500 ScottCo	514	-1	514	-1	10																					

Price data supplied by Telkurs.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on next page

